

Journal of Entrepreneurship & Project Management

ISSN Online: 2616-8464



Determinants of Project Management Effectiveness and Performance on Public Projects in Rwanda: A Case of Three Stones International Rwanda

Dusabirane Pierre & Dr. Gitahi Njenga, PhD

ISSN: 2616-8464

Determinants of Project Management Effectiveness and Performance on Public Projects in Rwanda: A Case of Three Stones International Rwanda

*¹Dusabirane Pierre & ²Dr. Gitahi Njenga, PhD

¹Masters Student, Mount Kenya University

²Senior Lecturer, Mount Kenya University

*Email of corresponding author: dusabiranepierre@gmail.com

How to cite this article: Pierre, D. & Njenga, G. (2023). Determinants of Project Management Effectiveness and Performance on Public Projects in Rwanda: A Case of Three Stones International Rwanda. *Journal of Entrepreneurship & Project Management*, 7(4), 48-73. <https://doi.org/10.53819/81018102t4156>

Abstract

The purpose of this research is to examine is to investigate the determinants of project management effectiveness and performance on public projects in Rwanda a case of Three Stones International Rwanda. More specifically, the study is motivated by the following particular objectives: To determine the effects of project finance on performance of Three Stones International Rwanda's projects, To explore the effects of beneficiary involvement on the performance of Three Stones International Rwanda, the effects of monitoring and evaluation on the performance of Three Stones International Rwanda and to assess the influence of Project leadership on project performance of Three Stones International Rwanda. This research will help the Rwandan government, to better comprehend the significance of efficient project management on the success of public projects in Rwanda, in particular planners and decision-makers involved in capacity building. Because it inspires them to conduct research on related subjects, this study will be beneficial to other researchers. The researcher employed a descriptive research design, with a sample size of 213 and a target population of 459, in order to achieve on research objectives, the primary data was obtained using questionnaires and an examination of the supporting documentation was utilized to gather the secondary data. The acquired data was analyzed using regression, correlation, and mean calculations in SPSS version 21. Tables was utilized to illustrate the findings, and a pilot study was conducted to evaluate the validity and dependability of the instruments used to gather the data. After collecting and analyzing data the following responses were obtained. The Pearson coefficient correlation showed that there is strongly positive correlation of 852 ($r=0.852$) between beneficiary involvement and public project performance. The study concluded that project managers emphasize on the availability of project finance, beneficiary' involvement, monitoring and evaluation and project leadership to boost public project performance. The study recommended that the project managers should focus highly on the effective utilization of allocated resources to avoid any misuse of financial resources.

<https://doi.org/10.53819/81018102t4156>

Keywords: *Project Management, project management effectiveness, Performance of public project*

1.0 Introduction

Clients in the public and private sectors are concerned about project execution. A well-planned project timeline and knowledge of the crucial success elements are necessary for project success. It aids in decision-making and promotes the success of the project for the project manager and stakeholders. The project task, top management support, project schedule, client consultation, HR technology to support project client acceptance monitoring, and feedback channels for communication problem-solving expertise are considered to be the most important project success factors by the research community (Serrador and Turner, 2014).

Investments in business development initiatives have been made by numerous developed and developing nations. According to Mrema, Baker, and Kahan (2016), this is true in some industrialized nations like the United States. Programs have had to constantly adjust to shifting business realities in today's dynamic, competitive world. The competitive strategy of the organization is advanced by project management. The ability of associations to connect project outcomes to their objectives is seen as a vital capability (Project Management Institute, 2015). According to the Project Management Institute (2015), project management is a strategic ability that results in connecting project outputs to project goals.

Kerzner (2013) observed that project management should manage the company's resources in a specified activity, using constrained resources and time, to produce a good output and a favorable client connection. According to the Project Management Institute (2015), there are specific phases in project management that describe the work that needs to be done, the person conducting the work, the milestone, the milestone approver and reviewer, and the milestone monitor and evaluator. Implementation, monitoring, and control, as well as closing, are frequent actions that are performed within the project management process (Project Management Institute, 2015). According to Atkinson, Waterhouse, and Wells (2017), project implementation involves tasks that must be completed while keeping to a project's risk, schedule, scope, budget, and fixed resources.

Companies gradually devote more resources to initiatives such new service creation, process structure enhancement, and product development. However, studies reveal that these projects frequently run into financial and scheduling difficulties or fall short of the client's expectations (Sausser, Reilly, & Shenhar, 2015). Planning, risk assessment, appraisal, monitoring, and stakeholder interaction are the main pillars of project management. Projects As projects get bigger and more complicated, monitoring and evaluation have steadily evolved into crucial roles. It provides a thorough description and an evaluation of the targets' progress. For stakeholders to understand the project's present status, activities taken, budget, scope, and timeline, it is crucial that they participate in this activity.

According to Shrenash, Pimplikar, and Sawant (2013), the monitoring and evaluation cycle consists of a plan, implementation of the plan, control and recording of outcomes, reporting results, design parameters, and variations, and making corrections for variations. Strong project management discipline has also been given priority by international leaders for future development. Stakeholders are individuals or groups that are actively involved in the project or

whose interests could be positively or negatively impacted by its successful completion. Examples of stakeholders include owners, sponsors, participating organizations, or the general public.

Stakeholder engagement, as defined by Freeman (2015), is the linking of owners', sponsors', presenting organizations', or the general public's interests that are actively involved in the project or whose interests may be significantly or adversely impacted by its implementation. Success The African Development Bank estimates that 93 billion dollars are required for basic infrastructure in more than 50 cities with a population of over one million people, according to a research by KPMG (2013). However, according to KPMG (2013), "cost overruns, construction delays, and dirtiness" are still major problems on the continent.

According to Diallo and Thuillier (2014), many projects in Africa are quite manager less despite the fact that the continent depends on project management to meet its development goals. Failed or weak projects predominate in Africa, and some Africans are even unhappy with its growth. The causes of delays and cost overruns in building projects in Nigeria were discovered in Ghana by a study on project management techniques by Frimpong (2013) in Africa. Ika's (2014) research acknowledged the importance of communication for African projects' success. We are all aware of the issues with project management in Africa since, according to Moyo (2015), a number of variables, including corruption, bad governance, and a lack of (project) management skills, operate as the "silent killers" of projects and development across the continent.

In order to execute the project in accordance with the Rwandan contract papers, decision-making and the timely flow of information and decisions are included in project management and administration. In addition to making sure that the work is proceeding in accordance with the contract documents, it is crucial for the client, contractor, and consultant to check the project one more time for any errors, ambiguities, or inconsistencies. But it might not be appropriate for projects that are meant to be rigid. Construction projects with rigid designs perform poorly or, worse yet, completely fail. Despite the fact that Pinto and Mantel (2015) claim it is challenging to define precisely what constitutes a failed project

Project success or failure is quantified, claims the Project Management Knowledge Book of the Project Management Institute (2018). The discrepancy between expectations for a project before, throughout, and after its completion and the project's actual perceived efficacy after implementation. The degree to which project goals and objectives are met is what is meant by project success. This probe has been long overdue since alleged project mismanagement has cost the Rwandan government billions of francs.

1.1 Problem Statement

Public sector projects have faced challenges that lead to failure. Project managers claimed that project failure was due to one or more of these four "project failure criteria"; Did not perform as expected, did not perform with expected costs (budget), did not perform all expected activities (scope), and did not perform with expected quality." Many project managers would probably not include in their list of "criteria for project failure" a criterion that is considered extreme, the biggest factor by which a company usually judges a project to fail, namely: "Not realizing all the benefits of the company according to the original business model (Billows, 2015)

In this context, little research has been done on Rwanda's six factors: strong leadership, organizational maturity, business-oriented approach, management support, and user buy-in and project visibility in project management performance. Despite the significance and clarity of the

initiatives, the majority of them had underwhelming effects because they were implemented in various nations, industries, and sectors (Jugdev & Muller, 2015). The World Bank (2015) claims that, due to a low implementation rate of 15%, the results of the aforementioned initiatives are poorer in sub-Saharan Africa and Asia. Lack of standardized techniques to direct project management, shoddy project planning, poor stakeholder involvement, inadequate monitoring and assessment, and political intervention are the main causes of failure (Msafiri, 2015).

Stakeholder involvement, according to Osedo (2015), has a little and statistically insignificant impact on a project's ability to be implemented successfully. Stakeholder involvement was not singled out by Andhoga (2016) as a crucial component of successful project execution. Public initiatives that are rigidly planned perform poorly or, worse yet, completely fail. Despite the claim made by Pinto and Mantel (2015) that it is challenging to define precisely what constitutes a failed project, project success or failure is measured, according to the Project Management Knowledge Book of the Project Management Institute (2018). The discrepancy between expectations for a project before, throughout, and after its completion and the project's actual perceived efficacy after implementation. The degree to which project goals and objectives are met is what is meant by project success.

Three Stones was founded in Rwanda in 2012 to promote and strengthen the ability of regional groups as a result of the gaps that exist among the country's distinct communities. They have since worked in over ten different nations. Three Stones uses culturally appropriate contextual information with applied research methods to improve sustainability outcomes, impacts and data-driven processes and decisions. By investing in local experts, they provide clients with high quality technical expertise, research and management. This leaves significant knowledge that has been filled by this study. By investigating the determinants of project management effectiveness and performance on public projects in Rwanda, specifically in the instance of Three Stones International of Rwanda.

1.2 Research Objectives

- i. To examine the effect of project finance on performance of Three Stones International Rwanda
- ii. To explore the effects of beneficiary involvement on the performance of Three Stones International Rwanda
- iii. To assess the effect of monitoring and evaluation on the performance of Three Stones International Rwanda
- iv. To establish the effect of project leadership on the performance of Three Stones International Rwanda

1.3 Research hypotheses

- H0₁:** There is no effect of project finance on performance of Three Stones International Rwanda
- H0₂:** There is no significance effect of beneficiary involvement on the performance of Three Stones International Rwanda
- H0₃:** Monitoring and evaluation have no significance statistical on the performance of Three Stones International Rwanda
- H0₄:** There is no effect of project leadership on the performance of Three Stones International Rwanda

2.1 Theoretical Framework

2.1.1 Stakeholders Theory

The stakeholder theory holds that an organization's significance is centered on diverse partner groups that are interested in its day-to-day activities. Because of this, Freeman (1774) created the stakeholder hypothesis, which claimed that managers in an organization had a duty to sustain amicable relationships between clients, business partners, suppliers, and contractors. Particularly if they were managed by a stakeholder, a value chain for consumers, suppliers, communities, and financiers might be established. For the organization to operate effectively and efficiently, all partner groups must be represented and illustrated on initiatives (Gibson, 2014). Because it outlines the obligations, privileges, and liabilities of different stakeholders, the stakeholder model will be crucial (Freeman, 2013).

According to Frey and Nickerman (2015), stakeholders held a larger percentage of the company and anticipated greater profits. Because beneficiary involvement is essential for project performance by ensuring proper management of potential project management risks, stakeholder theory will be applicable to this study.

2.1.2 Resource Dependence Theory

This research will be based on Pfeffer and Salancik's Resource Dependency Theory (RDT) was developed in 2014. The study stated how an organization uses external resources affect its behavior. RDT is founded on how an organization's external resources influence its behavior. The following tenets serve as the theoretical cornerstones of the theory: Organizations depend on resources; these resources ultimately come from the environment of organizations; the environment largely consists of other organizations; the resources one organization needs are thus frequently in the hands of the organizations; resources are a source of power; and thus, legally independent organizations can be dependent on one another (Pfeffer & Salancik, 2014).

2.1.3 Complexity Leadership Theory

Researchers have created new leadership strategies based on complexity theory given the significance of complexity in shaping organizational outcomes (Surie & Hazy, 2016). The motivation behind these methods is a desire to develop leadership models that more accurately capture the intricate character of leadership in actual practice (Uhl-Bien & Marion, 2015). They are an expression of the rising worry that conventional leadership models fall short in capturing the contextual, distributed, and dynamic nature of leadership in companies (McKelvey, 2016).

2.2 Empirical Literature

2.2.1 Project Financial Planning and Project Performance

In Pakistan, Naeem, Khanzada, Mubashir, and Sohail (2018) investigated the effect of project financial preparation on project performance, with risk management as a mediating factor and organizational culture as a moderator. The study's goal was to evaluate effects of project financial preparation on project performance, as well as the role of risk management as a mediating factor and culture as a moderating factor. Questionnaires were used to gather data from 100 project managers. The regression and correlation methods were used in the study. The findings revealed project financial preparation correlated with project success at strong positive correlation of 0.94. the results showed that risk management contribute to the performance of project at 45% of total respondents agreed and 43% strongly agreed. The study came to the conclusion that financial

planning greatly improves project performance by securing the required funding to carry out project activities. During the project planning and budgeting process, the study recommended that financial preparation should base on project activities.

In Rwanda, Siborurema (2015) investigated the impact of project financing on project results. The aim was to see how project financing affected project results. Project cost assessment, project technical design, and the Rwandan project funding policy that affects project budgeting were the project funding considerations used in the report. Project success was calculated in terms of completion time. Personnel engaged in project preparation and finance, as well as people in project implementation management, made up the research community. Data was gathered by questionnaires, paper reviews, and interviews. It was discovered that both cost estimating and engineering architecture are incompatible with project financing policies and negatively affect the timely completion of projects. The research results indicated that project cost estimation improve performance at 63% whereas sufficient finance contributes to the project performance at 78%. The study concluded that all project activities are performed well once financial resources are enough and allocated on time. However, recommended project sponsor and managers to assess the amount of money required to complete project activities before implementation to ensure resources are enough to achieve on project objectives.

On the basis of evidence from African countries, Fowowe (2017) conducted research on access to finance and firm results. The research looked consider how access to financing affects the growth of businesses in African countries. Subjective and quantitative indices of financial access were included in the analysis. The arbitrary calculation of access to finance was derived from the classification of access to finance as a minor or major stumbling block to business operations. The findings showed that availability of financial contributes to the performance of project at 85% while effective utilization of budget leads to project successfully at 91%. The research concluded that proper allocation of financial resources and managing utilization of money influence positively performance of project. At the end, research recommended that donors and managers should put more effort to ensure money spend provided expected outcomes.

2.2.2 Beneficiaries Involvement and project performance

In its study in Mwea Constituency using Jomo Kenyatta University of Agriculture and Technology located in Kenya. -JKUAT (2013) observed low community participation in Constituency Development Fund (CDF)-funded projects. JKUAT found that influential members are they that occupy the primary position in project design- identifying, selecting and planning projects for the project beneficiaries. Consequently 77% out of 100 sampled respondents answered that they were not satisfied with the projects sponsored by the CDF because of this low participation. 78% of the respondents were not even involved in project selection. Nonetheless, 85% of the JKUAT respondents felt that the involvement of the local beneficiary residents in identification, among other project phases, would increase the level of satisfaction for the residents and also enable the CDF committee to come up with projects that would best benefit the society, 64% revealed that beneficiaries participate in project implementation through getting the jobs during project implementation and 58% participate in identification of project requirements. The study concluded that involvement of beneficiaries in project implementation improve community awareness and maintaining project outcomes. In recommendation, the study suggested that community members should participate from project initiation to closure of project.

Muro & Namusonge (2015), after their research in Meru District in Arusha, Tanzania, also inferred that the engagement of project beneficiaries in different project phases is vital for successful and sustainable projects. Those authors accordingly suggest that the Government of Tanzania and stakeholders should facilitate the involvement of project beneficiaries in all project phases, project design as a central phase being underlined. As for Uganda, the Government of the country and the African Development Bank (AfDB) have taken a very important lesson from the participation of project beneficiaries, inspired by Community Agricultural Infrastructure Improvement Program Project (CAIIPP)-1. AfDB (2013) says that a bottom-up planning process is necessary for beneficiary communities to identify and prioritize their demand for investments which then undergo needs assessments and feasibility studies before execution. CAIIPP-1 has become a model project in Uganda; AfDB and the Government of Uganda have since exercised this approach in other later projects in Uganda. The findings showed that beneficiaries are engaged in different project activities, 63% participate in identification of project resources, 54% contribute in assessing how project meeting its objectives and 58% participated in monitoring used resources. According to the study's findings, beneficiary engagement significantly affects performance of governmental project where all stakeholders provide their opinions in project running.

2.2.3 Monitoring and Evaluation and Project Performance

According to a report by Mackay and the World Bank published in 2007 in Washington, DC, project monitoring and evaluation planning is essential for enhancing project performance on public projects. This study concentrated on government initiatives that get significant World Bank funding. The goal of the study was to ascertain how project monitoring and evaluation may help to improve governments. The majority of respondents to this survey, which used descriptive statistics, acknowledged a lack of monitoring and assessment processes throughout the various project life cycles, according to the findings observed after getting results provided by respondents.

In addition, a study by Singh, Chandurkar, and Dutt (2017) found that the main forces behind development projects were monitoring and evaluation. This study's goal was to ascertain how development programs will respond to monitoring and evaluation. According to the results, 84% of respondents said that efficient planning, implementation, and monitoring processes improved project performance. In conclusion, effective project planning, implementation, and control are crucial to its success. The management should give full support and should completely participate in the monitoring and evaluation process, according to the study's recommendation, since this will enable them to make wise and informed judgments.

2.2.4 Project Leadership and Project performance

Rahbi, Khalid, and Khan (2017) conducted research on how leadership impacts organizational and project performance and found that good governance affects employee motivation, which enhances coordination and cooperation necessary for a project to succeed. Furthermore, Naile and Selesho (2014) note that employee motivation, which is influenced by the kind of leadership styles used, affects project performance. Naile and Selesho assert that various leadership philosophies, such as laissez-faire, authoritarian, and democratic ones, among others, have various effects on project leadership.

This notion is supported by Sudi and Sefer (2015), who contend that the leadership qualities of a project team's members influence the perceptions, attitudes, and beliefs that determine organizational performance. The values and characteristics displayed by project leaders also influence the kind of atmosphere that is produced, which can be either favorable or unfavorable,

<https://doi.org/10.53819/81018102t4156>

hence supporting project success or failure, according to Ochola (2018). According to Khajeh (2018), a project leader's approach immediately influences the culture of the project team they are leading, which in turn directly affects both organizational and overall project performance.

2.3 Conceptual Framework

A conceptual framework is a compilation of interconnected elements and variables that aid in identifying and resolving an issue in the real world. It is analytical tool used for viewing the deductive resolution of an identified issue. In this research, Conceptual Framework guides researcher is shown in Figure 1.

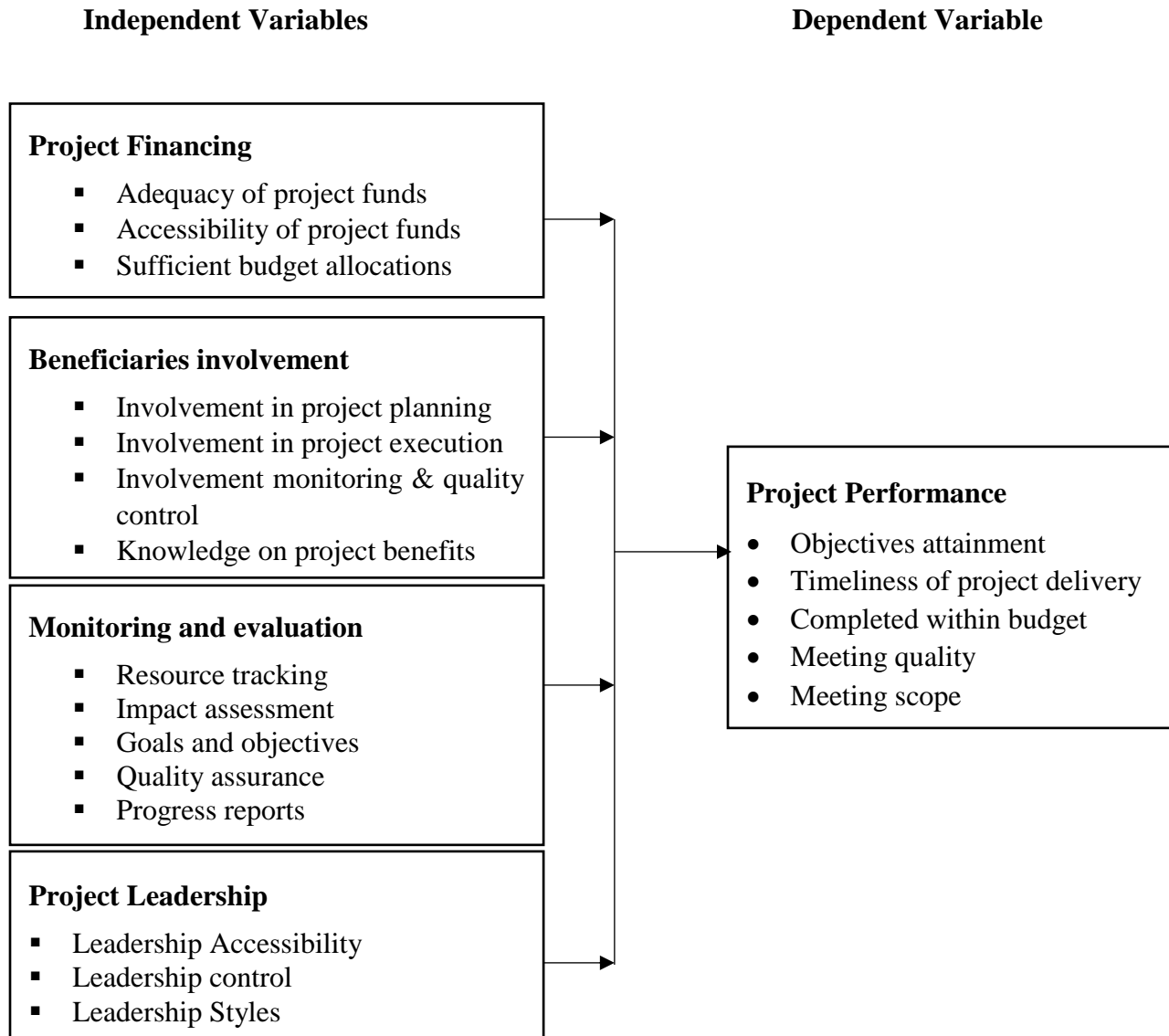


Figure 1: Conceptual Framework

Source: Research (2023)

3.0 Research Methodology

A research strategy is a technique for gathering and analyzing data in an economical and efficient manner. It is a road map that is used to direct a research study toward its goal (Bajpai, 2011). A descriptive research design was used in this study. According to Mugenda (2018), descriptive research designs help in providing answers to the who, when, where, how, and what questions that are connected to the research problem. This study employed a case study and a descriptive design to produce the desired outcomes. By using frequencies, percentages, and percentages, mean, standard deviation, and inferential statistics by the use of Pearson correlation (r), and multiple linear regression analysis, the descriptive research design helped the researcher identify, analyze, and interpret the determinants of project management effectiveness and performance on public projects, while the case study helped an in-depth analysis of the research problem.

The entire group from which a researcher seeks to draw a conclusion is referred to as the target population. It refers to an entire group of individuals and objects with shared traits in a certain area that a researcher desires to take into account for a particular intended study (Rugenyi and Bwisa, 2016). A group of things, people, or things that the researcher wants to use to make a judgment. The target demographic for this study consisted of 409 beneficiaries from four districts plus 50 staffs of project, therefore total target population is 459. The sampling process that was utilized to determine the sample size for this investigation is described in this section. By concentrating on a portion of the population or item, sampling methods allow researchers to save time and money while yet allowing them to draw conclusions.

Using Slovin's formula, the sample size was determined as follows.

$n = N / (1 + Ne^2)$ as a technique to select a sample size.

Therefore,

n = sample size, N = Population size e = Error tolerance.

The confidence level is 95% and margin error is 5%, a sample size is calculated as follows:

$n = 459 / (1 + 459 * 0.05^2)$

$n = 213$

Although there are many different sampling methods, stratified random sampling was used to obtain the eligible respondents. A structured questionnaire that enables respondents to express their thoughts was the main tool used to collect data for this study. The tool that the researcher used to gather data during the study process is referred to as a data collecting instrument (Hair *et al*, 2015). According to Sekaran and Bougie (2016), a questionnaire is a tool for data collecting that includes a list of questions, either closed-ended or open-ended, that was used to elicit replies for a topic under inquiry. Data on the independent and dependent variables was gathered after the demographic information of the respondents. The questionnaires incorporate closed-ended inquiries to guarantee clear and prompt responses while taking the respondents' availability into account. To collect data, a 5-point Likert scale was used, with 1 being not at all and 5 being to a great extent.

The data was cleaned, arranged, and sent into data processing software for analysis after the field data collection procedure is finished. The researcher employed Statistical Product and Service Solutions (SPSS) version 21. Data was analyzed using descriptive and inferential statistical methods employing a quantitative research approach. In terms of mean scores, standard deviation,

<https://doi.org/10.53819/81018102t4156>

percentages, and correlation findings, descriptive statistics provide an overview of information about the characteristics of respondents. Frequency tables were used to display the demographic and socioeconomic aspects of the data obtained, and data pertinent to the objectives was determined using the central tendency. Finally, to determine the impact of an independent variable, regressions, means, and standard deviation was used.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where,

Y = Performance of project

B₀ = constant,

β₁- β₄ = beta coefficients,

X₁ = Project financing,

X₂ = Beneficiary involvement,

X₃ = Monitoring and evaluation,

X₄ = Project leadership,

ε = Error term.

4.0 Findings and Discussion

The researcher submitted the questionnaires to 213 respondents using mailed methods. All delivered questionnaires were answered making responses rate of 100%. During data presentation and analysis, tables were used to present the findings while data was analyzed using descriptive and inferential statistics. Demographic information results revealed that majority of respondents were male at 58.2% while 41.8% of respondents were female. Basing on the results obtained the number of males is greater than number of females, there is needed to increase the number of women working in Three Stones International Rwanda. Majority of respondents were in range of 31-40 at 49.3% followed by 24.9% of the respondents were in range of 20-30. Furthermore 20.2% of the respondents were in range of 41-50 years, the remaining 5.6% were above 50 years old. The findings affirmed that respondents were different categories which very important to the performance of project due to they are energetic people and experienced people which constitute big contribution to the implementation of project activities. The findings showed that majority of respondents were secondary completed at the level of 61.0. On the other hand, 37.6% had bachelor's degree. The results indicated that only 1.4% had master's degree. The findings showed that majority of respondents were secondary completed which required to increase the education level.

4.1 Descriptive Analysis

The effects of project finance on performance of Three Stones International Rwanda

This section reveals the effect of project finance on performance of Three Stones International Rwanda, responses were analysed using five Likert scale ranging from Not at all to Great extent through percentages, mean and standard deviations were also provided. This question intends to provide information about the contribution of beneficiary involvement on the performance of project.

<https://doi.org/10.53819/81018102t4156>

Table 1: The effect of project finance on performance of Three Stones International Rwanda

| Responses | N. A | L.E | M.E | G.E | V.G.E | Mean | St. Dev |
|--|------|-----|------|------|-------|------|---------|
| Availability of adequacy funds improves performance of project | 0.7 | 1.3 | 21.3 | 40 | 36.7 | 4.1 | .82 |
| Accessibility of funds leads to the project performance | 0.7 | 1.3 | 18 | 41.3 | 38.7 | 4.2 | .81 |
| Funds are provided on time to boost performance of project | 1.3 | 2 | 16.7 | 42 | 38 | 4.1 | .85 |
| Allocating sufficient funds enhances performance of project | 0.7 | 2.7 | 16.7 | 42.7 | 37.3 | 4.1 | .83 |
| Effective use of funds boosts performance of project | 1.3 | 2.7 | 12.7 | 44.0 | 39.3 | 4.2 | .84 |

Source: Primary Data (2023)

No at All (N. A), Lower extent (L.E), Moderate extent (M.E), Great extent (G.E) and Very great extent (V.G.E)

Table 4.6 displays the effect of project finance on performance of Three Stones International Rwanda. The results indicated that availability of adequacy funds improves performance of project where 36.7% of respondents were very great extent and 40% said that great extent, 21.3% stated that moderate extent, 1.3% replied that low extent. Only 0.7% responded not at all. Also, respondents confirmed that availability of adequacy funds improves performance of project at strong mean of 4.1 and slightly different of standard deviation of 0.82.

When researcher asked respondents whether accessibility of funds leads to the project performance, 38.7% of total respondents agreed that accessibility of funds improve performance of project at very great extent, 41.3% said that great extent, 18% showed that moderate extent. Only few of respondents responded in negative sense, 1.3% and 0.7% asserted that lower extent and not at all respectively. The results confirmed by mean high mean of 4.1 and low standard deviation of 0.81

The researcher was interested in knowing whether funds are provided on time to boost performance of project, the results showed that majority of respondents affirmed that funds are provided on time to boost performance of project at 38% showed that very great extent, 42% revealed that great extent, 16.7% showed that moderate extent, 2% said that lower extent and 1.3% Not at all. Further, the respondents agreed at mean of 4.3 and standard deviation of 0.85.

The researcher observed that allocating sufficient funds enhances performance of project. The findings showed positive answers, 37.3% and 42.7% affirmed that very great extent and great extent respectively that allocating sufficient funds enhances performance of project followed by 16.7% indicated moderate extent. At the end, 2.7% and 0.7% admitted that lower extent and not at all. Addition, majority of respondents agreed at mean of 4.1 and standard deviation of 0.83.

Concerning to effective use of funds boosts performance of project, the following responses were obtained, majority of respondents confirmed at 39.3% revealed that very great extent, 44% responded that great extent, 12.7% asserted that moderate extent, 2.7% stated that lower extent and 1.3% asserted that not at all. On the other hand, the respondents confirmed the statement at

high mean of 4.2 and standard deviation of 0.84. The study concurred with the research done by Farooque (2014) who investigated the financial preparation and success of projects. The study concluded that financial resources play great role to the performance of project. Availability of adequacy funds facilitate implementation of project activities on time without any delaying due to shortage of finance, project managers should be sure the funds needed to run the project tasks and activities are well allocated on time and on the right persons to ensure effective utilization of financial resources since misuse of financial resources lead to poor performance of project. As the results of quantitative confirmed that project financing influences performance of Tree Stones International Project, even quantitative affirmed that project financing influences performance of Three Stones International Project, *When project is being financed helped easy distribution of budget to different project activities and monitoring which leads in an effective and proper implementation of its activities and this support Three Stones International Rwanda to achieve its goal. Furthermore, Three Stones International Rwanda implement various human centered projects that put the community in the center during the project design. All of those can't be done without enough funds from the donor or other consortium organization's financial support. Project financing plays a crucial role in the overall project performance at Three stones International in several ways.*

Firstly, project financing ensures the availability of adequate capital to fund the project. TSI undertake large-scale projects that require substantial upfront investments. Hence, with sufficient finances, we can procure necessary resources, hire skilled personnel, and implement the project effectively. Secondly, project financial helps in allocating risks among various stakeholders. Since project financing involves multiple parties like lenders, investors, and sponsors, each party assumes a certain level of risk based on their involvement in the project. Hence, this encourages greater accountability and incentivizes stakeholders to actively manage and mitigate project risks, leading to improved project performance.

Besides, TSI enhances financial structure for the project with the support of effective project financing. In return, this improves our cash flow, and enhances the financial viability of the project. Lastly, lenders and investors require regular project updates, financial reports, and performance indicators to ensure the project is progressing as planned. Through this level of monitoring and control, TSIR stay on track, maintain accountability, and address any issues promptly, leading to improved project performance. Overall, project financial is essential for TSI as it provides necessary financial resources, risks management mechanisms, to enhance our project performance. This assists Three Stones to undertake ambitious projects, optimize financial structures, mitigate risks, and execute projects effective, leading to successful outcomes

The influence of beneficiary involvement on project performance of Three Stones International Rwanda

This session provides information about the influence of beneficiary involvement on project performance of Three Stones International Rwanda. The responses provided by respondents are shown in Table 2.

Table 2: The influence of beneficiary involvement on project performance of Three Stones International Rwanda

| Responses | N. A | L.E | M.E | G.E | V.G.E | Mean | St. Dev |
|---|------|-----|------|------|-------|------|---------|
| Beneficiaries participate in planning to raise performance of project | 0.7 | 0.7 | 19.3 | 45.3 | 34.0 | 4.11 | .78 |
| Ability of beneficiaries in involvement of project implementation improves performance of project | 0.7 | 2 | 20 | 44.7 | 32.7 | 4.07 | .81 |
| Beneficiaries involve in monitoring and evaluation process to raise performance of project | 0.7 | 0.7 | 20 | 43.3 | 35.3 | 4.12 | .79 |
| Beneficiaries involve in project risk management promotes performance of project | 1.3 | 2 | 18.7 | 44.7 | 33.3 | 4.07 | .84 |
| Beneficiaries participate in tracking project deviation to improve performance of project. | 2 | 2.7 | 22.7 | 40.7 | 32 | 3.98 | .91 |

Source: Primary data (2023)

The Table 2 reveals the beneficiaries participate in planning to raise performance of project. The following responses were obtained majority of respondents agreed 34.0% indicated very great extent, 45.3% responded that great extent, 19.3% said that moderate extent, 0.7% chose lower extent and 0.7% revealed that not at all. Also, the responses had strong mean of 4.11 and standard deviation of 0.78. Researcher interested in knowing whether ability of beneficiaries in involvement of project implementation improves performance of project, the following were obtained, 32.7% indicated that very great extent, 44.7% displayed that great extent, 20% responded that moderate extent, 2% and 0.7% showed that lower extent and not at all. Further, the responses had the strong mean of 4.07 and standard deviation of 0.81

The study was interested in knowing whether beneficiaries involve in monitoring and evaluation process to raise performance of project, the following results were obtained, 35.3% indicated that very great extent, 43.3% great extent, 20% revealed that moderate extent, 0.7% indicated that lower extent and 0.7% not at all. The respondents affirmed the statement at mean of 4.12 and standard deviation of 0.79.

The findings indicated that beneficiaries involve in project risk management promotes performance of project, the results showed that 33.3% indicated that very great extent, 44.7% chose great extent, 18.7% admitted that moderate extent, 2% and 1.3% stated that lower extent and not at all respectively. Meanwhile statement was confirmed at mean of 4.07 and standard deviation of 0.84. Lastly, the respondents affirmed that beneficiaries participate in tracking project deviation to improve performance of project, the following results showed that 32% revealed that very great extent, 40.7% revealed that great extent, 22.7% asserted that moderate extent. Oppositely, 2.7% and 2% indicated that lower extent and not at all. The responses indicated mean of 3.98 and standard deviation of 0.91.

The beneficiary involvement play great role to the performance of project where beneficiaries are involved in the project implementation creates community ownership and sustainability of the project activities and also strengthen their capabilities, all of these support Three Stones to perform well as one of its goals is to bring sustainable changes to the beneficiaries. The findings concurred with results of Muro & Namusonge (2015) who indicated that the engagement of project beneficiaries in different project phases is vital for successful and sustainable projects.

Interviewees said that by engaging beneficiaries in project implementation and planning is a paramount importance at Three Stones for several reasons. He added that by involving them in project planning, their needs, preferences, and contextual understanding can be accurately assessed. Besides, when beneficiaries are actively engaged in project planning and implementation, they develop a sense of ownership and empowerment, which motivates them to contribute their ideas, knowledge, and skills; making them more invested in the project's success and project performance. For Three Stones International involvement of beneficiary is high sustainable because we implement with the use of effective design thinking process and human-centered approach. Beneficiaries possess local knowledge and expertise that can significantly contribute to the project success. Since we involve beneficiaries, the resulting interventions are more likely to be relevant and effective. In shortly, engaging beneficiaries in project planning and implementation brings numerous benefits, including accurate needs assessment, ownership, empowerment, local knowledge utilization, improved project relevance and effectiveness, enhanced project sustainability, and stakeholder collaboration. Such engagement ensures that projects are better designed, more responsive to local needs, and have a higher likelihood of achieving their intended outcomes Furthermore, it was shown that insurance influenced the usage of high-value inputs to improve farm profits.

Furthermore, the involvement of the beneficiaries in different projects activities is very important in the success of the project because the involvement of them helps them to feel that these activities are their own, this helps in the sustainability of the project activities and in fact, I think this is what the project owner wants. For example, if we teach the beneficiaries how to prevent malnutrition in the family, teach them to make a kitchen garden so that they can get enough vegetables to feed the family. When that person participates in the kitchen garden training and is able to do it, it will help him to maintain the garden because it is his and her already understands the importance of it. This will make him take it as a responsibility then the positive impact will continue to exist on his family.

Influence of monitoring and evaluation on the project performance of Three Stones International Rwanda

This subsection displays the information related to the influence of monitoring and evaluation on the project performance of Three Stones International Rwanda. The findings were analysed using percentage, mean and standard deviation and are shown in Table 3.

Table 3: The influence of monitoring and evaluation on the project performance of Three Stones International Rwanda

| Responses | N. A | L.E | M.E | G.E | V.G.E | Mean | St. Dev |
|---|------|-----|------|------|-------|------|---------|
| Project evaluation inform change which is essential for project performance | 0.7 | 10 | 24.7 | 34 | 30.6 | 3.8 | 0.7 |
| Monitoring how resources are used influence performance of project | 0.7 | 8 | 18.7 | 44.6 | 28 | 3.91 | .91 |
| Monitoring of Three Stones International Rwanda identifies areas for improvement leading to successful performance of project | 0.7 | 7.3 | 18 | 44 | 30 | 3.95 | .91 |
| Periodic monitoring and evaluation improve performance of Three Stones International Rwanda | 0.7 | 2 | 27.3 | 40 | 30 | 3.96 | .84 |
| Feedback obtained during monitoring and evaluation help project managers to improve performance of project | 0.7 | 3.3 | 10.3 | 58 | 26.7 | 3.86 | .87 |

Source: Primary data (2023)

Table 3 illustrates the influence of monitoring and evaluation on the project performance of Three Stones International Rwanda. The study established that Project evaluation inform change which is essential for project performance at satisfactory level where 30.6% revealed that very great extent, 34% stated that great extent, 24.7% showed that moderate extent. However, 10% and 0.7% responded that lower extent and Not at all. The respondents agreed at mean of 3.8 and 0.99

Furthermore, researcher asked whether monitoring how resources are used influence performance of project, the following responses were provided by respondents, 28% asserted that very great extent, 44.6% showed that great extent, meanwhile, 18.7% admitted moderate extent. Contrary few respondents refused, 8% and 0.7% responded that lower extent and no at all. The responses had mean of 3.91 and standard deviation of 0.91. The responses indicated that monitoring of Three Stones International Rwanda identifies areas for improvement leading to successful performance of project, 30% responded very great extent, 44% showed that great extent. Only 18% indicated that moderate extent while 7.3% revealed that lower extent and 0.7% admitted not at all. Also, the results were confirmed by strong mean of 3.95 and low standard deviation of 0.81

Periodic monitoring and evaluation improve performance of Three Stones International Rwanda as indicated by results, 30% revealed that very great extent, 40% portrayed that great extent, 27.3% admitted that moderate extent. However, 2% and 0.7% stated that lower extent and not at all respectively. Responses had strong mean of 3.96 and standard deviation of 0.84

Finally, researcher asked respondents whether feedback obtained during monitoring and evaluation help project managers to improve performance of project, the findings showed that 26.7% indicated that very great extent, 58% showed that great extent, 10.3% revealed that moderate. However, 3.3% indicated that lower extent and 0.7% responded that not at all. On the

other hand, responses had mean of 3.86 and standard deviation of .87, Monitoring and evaluation significantly influence the project performance of Three Stones International Rwanda by tracking progress, enabling data-driven decision-making, facilitating learning, engaging stakeholders, managing risks, and driving performance improvement. By incorporating robust M&E practices, companies can enhance their project performance, achieve desired outcomes, and drive continuous organizational growth and success.

For instance, monitoring and evaluation provides mechanisms for assessing project performance and determining its impact on intended outcomes. By systematically evaluating the project’s results, M&E helps identify strengths, weaknesses, and areas for improvement. The study is concurred with the research done by Muhammad *et al.* (2012) who indicted that monitoring and evaluation facilitated project managers to organize, carry out, and manage project operations leading to the successful performance of project.

Monitoring and evaluation help in project planning; to track impact of the project three stones is implementing and its prudence in the utilization of the resources. In addition, it helps in change strategies during the implementation to adapt to the realities. Furthermore, it is very helpful to know where there is a gap in the project and efforts are made so that the activities of the project continue to go smoothly as it should reach the achievement.

The influence of Project leadership on project performance of Three Stones International Rwanda

This section provides results related to the about influence of Project leadership on project performance of Three Stones International Rwanda. The responses were described in following table. Various indicators were considered to see how project leadership contributes to the performance of project.

Table 4: The influence of Project leadership on project performance of Three Stones International Rwanda

| Responses | N. A | L.E | M.E | G.E | V.G.E | Mean | St. Dev |
|---|------|-----|------|------|-------|------|---------|
| Existing leadership style in project implementation influences performance of project | 0.9 | 1.8 | 0.9 | 52.6 | 43.9 | 4.38 | .66 |
| Project leaders assess performance of project to ensure how project is intending to meet its objectives | 0.9 | 1.8 | 1.8 | 51.8 | 43.9 | 4.36 | .69 |
| Leaders examine how project stakeholders are performed their responsibilities to stimulate performance of project | 0.9 | 2.6 | 1.8 | 50 | 44.7 | 4.35 | .70 |
| The leadership ensures there is adequate resources to run project activities making effective performance of project. | 2.6 | 0.9 | 2.6 | 50.9 | 43 | 4.29 | .84 |
| Project leaders ensures there is effective communication to enhance performance of project | 2.8 | 3.5 | 23.1 | 45.5 | 26.6 | 4.11 | .89 |

Source: Primary data (2023)

Table 4 indicates that existing leadership style in project implementation influences performance of project, the following responses were observed, majority of respondents revealed that very great extent at 43.9% and 52.6% admitted great extent, 0.9% indicated that moderate. Contrary, 1.8% said that lower extent and 0.9% responded that not at all. The responses had strong mean of 4.38 and low standard deviation of .66. On the other hand, research asked to know whether Project leaders assess performance of project to ensure how project is intending to meet its objectives, the following results were provided by respondents 43.9% responded that very great extent, 51.8% great extent, 1.8% were moderate. However, few of them refused, 1.8% and 0.9% stated that lower extent and not at all. In relation to measurement tendency, respondents agreed at strong mean of 4.36 and low standard deviation of 0.69. When research asked respondents whether leaders examine how project stakeholders are performed their responsibilities to stimulate performance of project, the results showed that 44.7% revealed that very great extent and 50% showed that great extent, 1.8% responded moderate. On the other hand, 2.6% said low extent and 0.9% not at all. The responses had mean of 4.35 and uncertain standard deviation of 0.70. Further, respondents affirmed that leadership ensures there is adequate resources to run project activities making effective performance of project where, 43% replied that very great extent, 50.9% indicated great extent, 2.6% were moderate. Oppositely, 0.9% responded that low extent and 2.6% revealed not at all, respondents agreed at mean of 4.29 and standard deviation of 0.84

The respondents were asked whether project leaders ensure there is effective communication to enhance performance of project, 26.6% revealed that very great extent, 45.5% indicated that great extent, 23.1% showed that moderate. Even though majority of respondents were in positive sense, 3.5% responded low extent and 2.8% showed that not at all, other way, respondents agreed at mean of 4.11 and standard deviation of 0.89.

The study concurred with Rahbi, Khalid, and Khan (2017) conducted research on how leadership impacts organizational and project performance and found that good governance affects employee motivation, which enhances coordination and cooperation necessary for a project to succeed. Project leadership plays a very important role in the implementation of the project through effective planning, task coordination, identifying the project's support needs, strong communication, overseeing projects, inspiring team members, and making decisions vital to setting up a plan of action for project implementation. In short, leadership motivates to achieve in the project.

Without a visionary leader, no project, no company can succeed at all! Project leadership plays a crucial role in driving project performance and success of Three Stones International Rwanda. Initially, effective project leadership established a clear vision and sets realistic goals for the project. A strong leader communicates the project's purpose, objectives, and desired outcomes to the team, ensuring everyone understands and aligns with the project's direction. Continuously, project leaders are responsible for assembling and building high-performing project teams. These create positive team culture, and foster effective collaboration. A motivated and cohesive team is more likely to be engaged, productive, and committed to achieving project goals, thereby enhancing project performance.

Moreover, project leaders excel in communication, ensuring that information flows effectively among team members and stakeholders. They establish open channels of communication, actively listen to feedback, and address concerns promptly. Effective communication promotes transparency, fosters trust, and facilitates collaboration. Furthermore, visionary leader plan and strong contribute to the strategy development, which is among the strength of Three Stones

<https://doi.org/10.53819/81018102t4156>

International. They also management the risks and solve problems that arise in the company, to make sure every issue is effective address, with established mitigation measures. Overall, project leadership plays a critical role in project performance by providing vision, building and motivating teams, facilitating effective communication, strategic planning, risk management, problem-solving, performance monitoring, and adaptability. A strong project leader creates an environment conducive to high performance, drives the team towards success, and ensures the project's objectives are achieved efficiently and effectively.

Performance of Three Stones International Rwanda

The research assessed the determinants of project management effectiveness and performance on public projects in Rwanda using various indicators as shown in below table. Responses were summarized in table 5 as follows.

Table 5: Determinants of project management effectiveness and performance on public projects

| Responses | SA | A | N | D | SD | Mean | St. Dev |
|---|-----------|----------|----------|----------|-----------|-------------|----------------|
| Three Stones International Rwanda completed within the budget | 42 | 52.7 | 1.3 | 2.7 | 1.3 | 4.31 | .75 |
| Three Stones International Rwanda completed with planned schedule | 47.3 | 40 | 4.7 | 7.3 | .7 | 4.26 | .9 |
| Three Stones International Rwanda are delivered with planned scope | 38.7 | 49.3 | 3.3 | 6.7 | 2 | 4.16 | .92 |
| Project beneficiaries are satisfied with performance of Three Stones International Rwanda | 44.4 | 53.3 | 0.7 | 1.3 | 0.7 | 4.38 | .64 |
| Three Stones International Rwanda are implemented and evaluated according to set objectives | 39.3 | 50 | 3.3 | 6 | 1.3 | 4.2 | .86 |

Source: Primary data (2023)

Table 5 illustrates the determinants of project management effectiveness and performance on public projects in Rwanda. The researcher was interested in knowing whether Three Stones International Rwanda completed within the budget. The findings indicated that greater number of respondents agreed at 52.7% and 42% strongly agreed with mean of 4.31 and standard deviation of 0.75. On the other hand, 1.3% were neutral. However, 2.7% and 1.3% disagreed and strongly disagreed the statement. Also, the study revealed that Three Stones International Rwanda completed with planned schedule, the findings showed that 47.3% strongly agreed and 40% agreed with strong mean of 4.26 and standard deviation of 0.90. On the other hand, 4.7% were neutral. Whereas, 0.7.3% disagreed and 0.7% strongly disagreed the statement.

The respondents indicated that Three Stones International Rwanda are delivered with planned scope. The findings showed that 38.7% strongly agreed and 49.3% agreed with highest mean of

4.16 and low standard deviation of 0.92, the results indicates strong agreement of respondents. However, 3.3% were neutral, 6.7% disagreed and 2% strongly disagreed the statement. The study indicates that Project beneficiaries are satisfied with performance of Three Stones International Rwanda at agreement of 44.4% strongly agreed and 53.3% agreed, 0.7% were neutral. Contrary, 1.3% disagreed and 0.7% strongly disagreed the statement. On the other hand, respondents agreed at mean of 4.38 and standard deviation 0.64.

Finally, respondents revealed that Three Stones International Rwanda are implemented and evaluated according to set objectives at 39.3% strongly agreed and 50% agreed while 3.3% were neutral. Whereas 6% disagreed and 1.3% strongly disagree the statement. Apart form percent, respondents agreed at strong mean of 4.2 and standard deviation of 0.86. The findings confirmed that project performed well where project meet with deadlines as well as completion within planned budget. The findings were in line of research done by Bonner and Gundlach (2015) who indicated that project performances are characterized by meeting project objectives within triple constraints such as budget, scope and schedule. Basing on the finding, Three Stones International project meets various indicators of project performance such as completion on time, useful budget as planned, meeting scope and provide quality product and service as targeted during initiation and planning phases, project performance is achieved due to well cost managed, schedule is considered and respected, scope is maintained, managers concentrate on the effective and efficiency utilization of budget to avoid overrun of budget, project tends to suffer poor performance when project manager fails to manage effectively triple constraints.

4.2 Correlational Analysis

Researcher applied correlational analysis to measure the relationship between independent variables and dependent variable. Independent variables were constituted by project financing, beneficiary involvement, monitoring and evaluation and project leadership while dependent variable is the Three Stones International project performance. The results are shown in Table 6.

Table 6: Pearson Correlation Matrix

| | | Project financing | Beneficiary involvement | Monitoring and evaluation | Project leadership | Performance |
|---------------------------|---------------------|--------------------------|--------------------------------|----------------------------------|---------------------------|--------------------|
| Project financing | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 213 | | | | |
| Beneficiary involvement | Pearson Correlation | .937** | 1 | | | |
| | Sig. (2-tailed) | .000 | | | | |
| | N | 213 | 213 | | | |
| Monitoring and evaluation | Pearson Correlation | .811** | .814** | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | | | |
| | N | 213 | 213 | 213 | | |
| Project leadership | Pearson Correlation | .930** | .978** | .824** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | |
| | N | 213 | 213 | 213 | 213 | |
| Performance | Pearson Correlation | .825** | .852** | .844** | .820** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 213 | 213 | 213 | 213 | 213 |

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

Source: Primary data (2023)

The Table 6 indicates how independent variables correlated with dependent variable, the results showed that there is high positive relationship between project financing and performance of Three Stones International project because of the positive value for correlation coefficient. Project financing contributes to the performance of project at high positive correlation of 0.825 (82.5%). Thus, adequate project financing influences performance of Three Stones International where project performance is stimulated by sufficient financial resources. Further, the finding indicated that beneficiary involvement increases performance of project at high positive correlation once beneficiary involvement perform various practices leading to the success of project where the results indicated coefficient correlation of .852 (85.2%). The beneficiary's involvement in all phases of the project's decision-making process empowers and improves the ability of the project's beneficiaries leading to the effectiveness performance of project.

Further, the findings indicate that there is strong correlation between monitoring and evaluation on the performance of Three Stones International project where researcher observed that effective

beneficiaries in monitoring and evaluation on the performance of project at strong positive correlation of .844(84.4%). Finally, the findings showed that project leadership influences performance of project at strong positive correlation of .820 (82%). All results showed that there is statistically significance due to p-value is 0.000 which is less than 0.01 as suggested by SPSS program. The findings confirmed that all variables under determinants of project management effectiveness influences highly performance on public projects due to all project financing, beneficiary involvement, monitoring and evaluation and project leadership, the project managers realize the importance of various practices contributes to the project performance to prevent any aspect that hinder the effectiveness performance of project.

4.3 Regression analysis

This section illustrates the relationship between independent variable (determinants of project management effectiveness) and dependent variable which is Three Stones International performance. Analysis was done using regression linear to find out the effect of determinants of project management effectiveness on the performance on public projects a case study of Three Stones International project. The components of independent variable are project financing, beneficiary involvement, monitoring and evaluation and project leadership. In this study model summary, variances and coefficients of variables were determined as shown in the following tables.

Table 7: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .942 ^a | .888 | .885 | .30515 |

Source: Primary Data (2023)

a. Predictors: (Constant), Project financing, Beneficiary involvement, monitoring and evaluation and project leadership.

Table 7 shows that regression analysis revealed (R = .942) which is a favorable connection while the R square of 0.888 indicated that the model's predictors, Project financing, Beneficiary involvement, monitoring and evaluation and project leadership accounted 88.8% correlation with the dependent variable as performance of public project. Further, the research concluded that combination of all components of independent variable raise public project performance.

Table 8: Analysis of Variance (ANOVA)

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 107.359 | 6 | 26.840 | 288.246 | .000 ^b |
| | Residual | 13.501 | 207 | .093 | | |
| | Total | 120.860 | 213 | | | |

Source: Primary Data (2023)

Predictors: (Constant), Project financing, Beneficiary involvement, monitoring and evaluation and project leadership.

Dependent Variable: Public project performance

Table 8 shows that the model indicates that 88.8% of the differences in public project performance (107.359 out of 120.860), while other variables not captured by the model where it can explain 11.2% percent (13.501out of 120.860). F value of the model is 288.246, where significantly different from zero. P-value of 0.000 is below predetermined level which indicates statistical significance of independent variables to the dependent variable. In recommendation, the model is good to indicate the performance of public project performance.

Table 9: Regression coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .193 | .180 | | .019 | .000 |
| Project financing | .190 | .108 | .245 | .828 | .000 |
| Beneficiary involvement | .588 | .130 | .301 | 4.511 | .000 |
| monitoring and evaluation | .227 | .097 | .262 | 2.350 | .000 |
| project leadership | .287 | .153 | .237 | 1.875 | .001 |

Source: Primary Data (2023)

Dependent Variable: Public project Performance

Table 9 shows the responses of the regression coefficients. The public project performance was established through determination of Standardized coefficients (B). In reference to the T-statistics, the effective project financing, beneficiary involvement, monitoring and evaluation and project leadership has direct influence to the performance of public project Where the results indicated that determinants of project management effectiveness influence public project performance through Project financing, Beneficiary involvement, monitoring and evaluation and project leadership, the results showed that project financing (=0.245), beneficiary involvement (= 0.301), monitoring and evaluation (=0.262), project leadership (=0.237).

In addition to, a unit change in project financing would lead to the public project performance at multiple of .245, the greatest predatory of the study, any factor change in beneficiary involvement due to determinants of project management effectiveness would contribute to the public project performance at 0.301 times, and a section change in monitoring and evaluation form determinants of project management effectiveness leads to the performance of public project at the rate of .262 times , the unit modified in project leadership from determinants of project management effectiveness influences performance of public project at 0.237 times. All p-values in the research were less than 0.05, it explains that variables are statistically confirming independent variables influence public project performance as dependent variables significantly.

4.4 Hypotheses Testing Results

This section indicates the linear regression model summary. Hence, the table indicates (R^2), the essential effects so as to confirm whether hypotheses are acceptable or reject according to the results of hypothesizes test.

Table 10: Results of Hypotheses Testing

| Hypothesis developed | Beta (β) | P-values | Decision on Ho | R ² |
|---------------------------|------------------|----------|----------------|----------------|
| Project financing | .245 | .000 | Rejected | .888 |
| Beneficiary involvement | .301 | .000 | Rejected | |
| monitoring and evaluation | .262 | .000 | Rejected | |
| project leadership | .237 | .001 | Rejected | |

Source: Primary Data (2023)

Table 10, the first hypothesis revealed that there is no significance effect of beneficiary involvement on the performance of Three Stones International Rwanda, the second hypothesis relates that There is no effect of project finance on performance of Three Stones International Rwanda , third hypothesis indicates that Monitoring and evaluation have no significance statistical on the performance of Three Stones International Rwanda and fourth hypothesis examines whether there is no effect of project leadership on the performance of Three Stones International Rwanda. All hypothesizes are rejected because p-value were less than 0.005 which means that all variables have significantly on the public project performance. The findings showed that determinants of project management effectiveness has big contribution on the performance of public projects in consideration of Project financing, Beneficiary involvement, monitoring and evaluation and project leadership due to effective implementation of project practices maintain ability of project members to use allocated resources on the suitable manners leading to the successful of project.

5.0 Conclusions

The study intends to examine the determinants of project management effectiveness and performance on public projects. Basing on the findings provided by respondents, the study concluded that project management effectiveness influence performance of public project at satisfactory level. The study concluded that project finance improves performance of project due to availability and sufficient funds facilitate project members to perform planned activities without any limitations. Availability of finance is very important to run all different project activities; the finance is blood for project performance. The findings showed that availability of funds, sufficient allocation of funds and appropriate utilization of funds contribute highly to the performance of public project.

Furthermore, the study affirmed that beneficiary involvement influences performance of public project in different angles, project managers engage beneficiaries in planning, implementation, monitoring and evaluation as well as risk management. Further, enabling beneficiaries to participate in project performance allows the stakeholders to express their views toward a particular project as well as reducing conflict through fulfillment of their responsibilities. Beneficiaries in implementation of project improve the chance of tracking project deviation which should lead to the ineffective of project and failure, performance of project requires collaboration various project stakeholders, hence beneficiaries improve the level of sharing project results as well as controlling the use of resources

The study confirmed that monitoring and evaluation influence the performance of Three Stones International Rwanda where project members participate how project is performed in relation to the plans, the level of developed project provide economic and social benefits to the beneficiaries

depend on how beneficiaries contribute to the project implementation in all phases of project. Beneficiary engagement monitor how resources allocated to the project were used to enhance transparency and accountability among all the stakeholders.

Finally, the study concluded that visionary leaders, ability of leaders to communicate project stakeholders stimulate performance of project, Project leadership supports the proper planning of project activities and allocations of resources to enhance the project implementations. The study revealed that leadership is everything in a project. Without it, projects could never have an ending point. Having a proper guidance throughout the process makes a difference in terms of effectiveness and performance of the project.

The overall conclusion showed that determinants of project management effectiveness influence significantly to the performance of public project. Project managers emphasize on the availability of project finance, beneficiary' involvement, monitoring and evaluation and project leadership boost performance, of public project. Furthermore, both results of correlational analysis and regression analysis confirmed that project management effectiveness contribute to the performance of public project.

6.0 Recommendations

The study has demonstrated that beneficiary involvement plays great role to the performance of public project through various support provided in implementation of project. However, sufficient skills and knowledge are required to ensure the opinions and other supports provided by beneficiary contribute to the performance of project. Therefore, project managers should provide training to enhance beneficiary skills and knowledge about the project intends to implement.

Beneficiary involvement in monitoring and evaluation stimulate performance of project. However, all beneficiaries cannot participate in monitoring and evaluation process. Hence research recommended project managers to consider important beneficiaries during monitoring and evaluation process. The project implementers are advised to ensure the project leadership style applied are compatible with objectives of project without compromising project outcomes. The project managers should focus highly on the effective utilization of allocated resources mainly financial resources to avoid any misuse of financial resources as well as other resources.

REFERENCES

- Andhoga D. (2016). Project management and its effects on project success: Cross-country and cross-industry comparisons. *International Journal of Project Management*, 33(7), 1509–1522. <https://doi.org/10.1016/j.ijproman.2015.04.004>
- Atkinson, H., Waterhouse, J., & Wells, R. (2017). *Performance measures on two-lane highways: Survey of practice*. Research in Transportation Economics, July 2017, 1–7. <https://doi.org/10.1016/j.retrec.2018.07.001>
- Bajpai, M. (2011). *Project Management*. Connexions, Rice University
- Billows, A. (2015). Critical factors impacting the performance of mega-projects. *Engineering, Construction and Architectural Management*, 24(6), 920–934.
- Cooper, W., Schindler, J. (2014). NGO Project Managers' Perception of the Performance of Development Projects: Empirical Evidence from Sub-Saharan Africa. *Journal of African Business*, 9(1), 191-217.
- Diallo, K., and Thuillier, R. S. (2014). *Training and performance: The mediating role of organizational learning*. BRQ Business Research Quarterly, 17(3), 161–173. <https://doi.org/10.1016/j.cede.2013.05.003>
- Freeman, V. S. (2015). Strategies for Enhancing Project Performance. *Journal of Management in Engineering*, 31(6), 04015013. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000369](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000369).
- Frimpong, J. (2013). How to assess stakeholders' influence in project management? A project based on the Analytic Network Process. *International Journal of Project Management*, 35(3), 451–462. <https://doi.org/10.1016/j.ijproman.2017.01.001>
- Hair, U., Wolfinbarger, Y., Money, K., Samouel, N., Page, M. (2013). The performance of donor-funded projects in Malawi, Volume 4 Mediterranean Journal of Social Science, and ISSN 2039-9340 pp705-714.
- Harvey, I., and Reed, B. (2018). Impact of integration management on construction project management performance. *International Journal of Project Management*, 35(8), 1639–1654. <https://doi.org/10.1016/j.ijproman.2017.09.008>
- Ika, R. (2014). Performance Indicators for enhancing Governance of Projects. *Procedia - Social and Behavioral Sciences*, 119, 55–64. <https://doi.org/10.1016/j.sbspro.2014.03.009>
- Jugdev, O., & Muller, E. (2015). *The Effects of Cooperative Activities with Competitors on the Performances of Innovation and Management*. Proceedings of the 2017 IEEE IEEM, 166–170.
- Kerzner, H. (2013). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, pp.4-7
- KPMG, J. (2013). *Project Management Performance Assessment in the NonProfit Sector*. Project Management Research and Practice, 5(2018), 1–20.
- Moyo, M. (2015). *Managerial skills shortages and the impending effects of organizational characteristics*. Personnel Review, 46(8), 1689–1716. <https://doi.org/10.1108/PR-04-2016-0093>

<https://doi.org/10.53819/81018102t4156>

- Mrema, V., Baker, R., & Kahan, H. (2016). Measuring Project Management Information Systems Success. *Paper at the 18th European Conference on Information Systems, June 6–9 2010, Pretoria, South Africa*
- Msafiri, C. (2015). *Critical success factors influencing the performance of development projects : An empirical study of Constituency Development Fund projects in Kenya*. IIMB Management Review, 29(4), 276–293. <https://doi.org/10.1016/j.iimb.2017.11.005>
- Mugenda, A. (2018). *Stakeholder engagement in community development projects: an analysis of the quadripartite model of the International Centre for Enterprise and Sustainable Development (ICED) in Ghana*. Community development, 44(1), 38-54.
- Oj, B. (2015). Measuring Project Management Performance: Case of Construction Industry. *Engineering Management Journal*, 29(4), 258–277. <https://doi.org/10.1080/10429247.2017.1380579>
- Osedo, F. (2015). Footnotes to research on management innovation. *Organization Studies*, 35(9), 1265–1285. <https://doi.org/10.1177/0170840614539312> *International Journal of Academic Research in Business and Social Sciences* Vol. 1 1 , No. 8, 2021, E-ISSN: 2222-6990 © 2021 HRMARS 638
- Pinto,H., and Mantel, A. (2018). Project complexity and team-level absorptive capacity as drivers of project management performance. *International Journal of Project Management*, 36(6), 876–888. <https://doi.org/10.1016/j.ijproman.2018.05.003>
- Project Management Institute,(2018). Measuring Project Performance in Consideration of Optimal Best Management Practices for Building Construction in South Korea. *Journal of Civil Engineering* (2018), 22(5), 1614–1615. <https://doi.org/10.1007/s12205-017-0156-2>
- Project Management Institute. (2015). A guide to the project management body of knowledge, 5th ed., Newtown Square, PA: *Project Management Institute, Inc. Publishing, Inc.* ISBN 1-932159-48-
- Sausser,L., Reilly, U., & Shenhar, L. (2017). *Defining and Measuring Project Performance*. *Research Management*, 22(1), 17–22.
- Sausser,O., Reilly,R., & Shenhar, W. (2015). Identification of coordination factors affecting building projects performance. *Alexandria Engineering Journal*, 55(3), 2689–2698. <https://doi.org/10.1016/j.aej.2016.06.010>
- Sekaran, J., Bougie, R. (2016). Strategizing for anticipated risks and turbulence in large-scale engineering projects. *International Journal of Project Management*. 19, 445–455.
- Serrado.,Y & Turner, M. (2014). Effect of training and development on employee’s productitiy among academic staff of kano state polytechnic ,Nigeria. *Asian People Journal (APJ)*, 1(2), 264–286
- Shrenash,O., Pimplikar,U., & Sawant, B. (2013). Contribution of project managers’ capability to project ending performance under stressful conditions. *European Management Journal*. <https://doi.org/10.1016/j.emj.2018.04.001>
- World Bank. (2015). The use of maturity models in improving project management performance. *International Journal of Managing Projects in Business*, 7(2), 231–246.