

## Effect of Project Planning on Project Performance: A Case of Sexual Reproductive Health and Rights Project (SRHRP) Implemented by Save Generations Organization in Bugesera District, Rwanda

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### ABSTRACT

*The success of every community initiative depends on its execution, which is closely tied to the planning process, the competency of managers, and the assistance they provide. This study tested the hypothesized relationship between project planning and project performance. Studying how the performance of the Sexual Reproductive Health and Rights Project (SRHR) Project in Bugesera District is impacted by resource planning, schedule planning, stakeholder planning, and scope planning is one of the particular aims of the study. Improper project start, planning, communication, and scheduling approaches have been identified as factors contributing to poor project performance in Rwanda over the last several years. However, not all projects can benefit from these methods; in Rwanda, for instance, SRHR initiatives suffer from a severe lack of planning, which makes it difficult and inefficient to tackle pressing problems with sexual health, family planning, and gender equality. We looked at resource-based theory, stakeholder theory, and the theory of change. Consequently, there are a total of 78 individuals that comprise the study's population. A combination of descriptive and correlational studies was carried out by the investigator. Methods for gathering information for the study included surveys, interviews, documentation, focus groups, and observational research. 78 people filled out the survey since they knew all the important details of the project's preparation, and 40 teenage females met in a focus group to talk about how well the project went. Both quantitative and qualitative approaches to data analysis were used. With an R square value of 0.664, we have a coefficient of determination. For the dependent variable, this means that the combined impact of the predictors accounts for 66.4% of the observed variance: planning for the Sexual Reproductive Health and Rights Project in Bugesera District, including its scope, resources, schedule, stakeholders, and monitoring of project performance. The results demonstrate that resource planning significantly affects the success of the SRHR project in Bugesera District ( $\beta: 0.418$ ,  $p: 0.000 < 0.05$ ). Schedule planning significantly affects the success of the SRHR Project in Bugesera District, as shown by the coefficients ( $\beta: 0.309$ ,  $p: 0.015 < 0.05$ ). The result shows that stakeholder planning significantly affects the Sexual Reproductive Health and Rights Project's performance in Bugesera District ( $\beta: 0.361$ ,  $p: 0.001 < 0.05$ ). The scope planning has a significant influence on the performance of the SRHR Project in Bugesera District, as shown by the coefficients ( $\beta: 0.406$ ,  $p: 0.000 < 0.05$ ). Public health professionals, government officials, and members of the community should all remain active participants in the SRHR Project. Achieving success requires keeping lines of communication open and responding to the needs, wants, and expectations of all parties involved.*

**Keywords:** Project Performance, Project Planning, Resource Planning, Schedule Planning, Stakeholder Planning, Scope Planning

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### I. INTRODUCTION

In every part of the world, the success of a community initiative depends on the planning that went into it as well as the skill and support of the managers in charge (Gray & Larson, 2018). Failure to adequately plan a project may lead to its failure. This usually occurs when the problems are not clearly defined or when important elements, such as the needs and viewpoints of all parties involved, are not taken into account. For a project to be practical, careful planning is essential, as it provides details and structure to the work plan and lays the groundwork for how to go on with the job after funding is secured (Gasik, 2016).

Realizing the significance of project planning throughout the project life cycle, some nations have established centers inside their governments and public institutions to guarantee the projects' success. As an example, Gasik (2016) discovered that the UK government established the Major Projects Authority (MPA) within the cabinet with the obligation to guarantee better completion of public projects. In the United States, a similar role is played by the office of management and budget, which reports directly to the president. Project success in planning, execution, and public delivery of expected outcomes is the goal of these initiatives, which many governments are attempting to accomplish.

Research conducted by Patanakul et al. (2016) on 39 public projects in the US, UK, and Australia revealed that government initiatives will contribute significantly to national growth, despite the frequent problems and challenges that plague these large-scale projects. Despite participants' familiarity with the project's method and procedure, studies show that the projects are poorly managed. This is because government projects need extra care in terms of planning style, coordination technique, and effective collaboration methods.

According to Carkenord (2016), the project management literature presents a diverse perspective on the significance of project performance. Project delays are becoming more of an issue in Ghana and other parts of Africa, according to a number of writers. Dalcher (2022) discovered, for example, that only 18% of the projects studied succeed, while 43% encounter project delays and 59% see budget escalations. The project planning process becomes uncontrolled owing to their economic environment scenario, which is one of the elements ascribed to these failures.

A large number of projects in Nigeria have failed because their execution lacked careful planning, estimation, and timing. Project failures in Nigeria are often caused by contractors' inaccurate cost estimates, unrealistic timelines, and temporal horizons (Dosumu & Aigbavboa, 2017). It has been determined that project failures in Nigeria are directly related to planning deficiencies, which manifest as a lack of well-defined goals and strategies for achieving the designs that are advanced for execution. Similarly, construction projects in Nigeria are plagued by design flaws and revisions, which drive up project costs, cause implementation delays, and ultimately hinder their effective completion (Onungwa et al., 2017). Lots of public initiatives in Nigeria have fallen through because of these "design change" consequences. According to Eja and Ramegowda (2020), design difficulties cause up to half of all projects in Nigeria to fail before they even start.

According to Njue (2019), in the East African context of project planning methods, ineffective change management and failed project planning significantly impact the project's execution and final success. An additional step to their communication framework might be project planning for institutions and groups of enterprises in various African nations, such as Tunisia, Kenya, Nigeria, Morocco, South Africa, and Rwanda. In project planning, the focus is on building and maintaining relationships that last longer than just a year, program, or project. Review all the essential stakeholders—individuals and groups—those institutions think will be vital to them in the long run, regardless of how relevant they are this year, as institutions undertake their yearly resource planning (Woldai, 2020).

Inadequate preparation, unfinished requirements, insufficient resources, and inaccurate cost estimates are the most common causes of project failure (Amandin & Kule, 2016). Poor project performance has been observed in Rwanda for a while now, with the usual suspects including ineffective methods of project management and scheduling as well as inadequate planning, communication, and initiation (Gitau, 2015). Unfortunately, not all projects are a good fit for these methods, and in some cases, they can even lead to project failure. Take the 2021 audit report as an example; it detailed at least 37 contracts totaling Rwf 201 billion in 28 different public entities, and projects were postponed for as long as six years (Sabiiti, 2021, September 27).

In Rwanda, the Sexual Reproductive Health and Rights Project (SRHR) programs suffer from a severe lack of planning, which makes it difficult and inefficient to handle important matters pertaining to gender equality, family planning, and sexual health. Inadequate planning may impede the attainment of intended results due to poor resource allocation, a lack of stakeholder collaboration, and the diminished efficacy of SRHR interventions (Plesons et al., 2019).

Problems with the project's overall strategy are the root cause of its demise. In response to concerns about girls' and women's access to SRH information and services, as well as a general lack of education on the topic among local youth, the Save Generations Organization established the Sexual Reproductive Health and Rights Project in Bugesera District. According to NISR data, the adolescent pregnancy rate has been steadily rising from 2007/2008 to 2014/2015, with the greatest increases seen in Kigali city and the Eastern province, which is home to Bugesera District. In 2010, the rate increased from nearly 7% to 10%, and in 2015, it increased from 8% to nearly 11% (Uwizeye et al., 2020, October 8). Hence, it is crucial for the Save Generations Organization to maintain and strengthen its SRHR education programs in order to address societal and cultural norms surrounding SRHR. This can be achieved by addressing the obstacles and gaps in SRHR information and services for girls and adolescents, both in and out of school, and by equipping girls with the necessary knowledge about their SRHR and the ability to assert their rights (Soeiro et al., 2023).

We hoped that at the end of this program, young people would be able to access resources for sexual and reproductive health and have the self-assurance to make healthy decisions about their bodies. We apologize for the delay in completing various tasks. The finances were delayed, and there are still several activities that need to be executed when children return to school. According to Engel et al. (2019), this has led to severe congestion and overcrowding as the project operations have been carried out.

There has been no targeted research on sexual and reproductive health and rights in Bugesera District since the Save Generation Organization launched their program. The main cause was the lack of knowledge about the methods used for project planning and their effects on project performance. This research was conceptualized with the intention of bridging that gap. Consequently, as this research is wrapped up, the study's beneficiaries are the project owners and authors in general, as they get useful knowledge on project planning, which in turn leads to better project performance. Program proprietors, stockholders, collaborators, and investigators might be negatively affected if the investigation hadn't been carried out, as crucial sources and data on program design and execution might go missing.

Insufficient project planning impacts the performance of the Save Generations Organization's Sexual Reproductive Health and Rights Project in Bugesera District, Rwanda. Delays in funding and incomplete activities disrupt implementation, leading to congestion and inefficiencies. Lack of prior study on project planning exacerbates the issue. This study aims to bridge this gap, providing crucial insights for enhancing project performance and informing stakeholders about similar initiatives.

### 1.1 Research Purpose

The primary aim of this study was to evaluate the impact of project planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District.

### 1.2 Objectives of the Study

The specific objectives were as follows:

- i. To determine the influence of scope planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District.
- ii. To assess the impact of schedule planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District.
- iii. To investigate the effect of resource planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District.
- iv. To evaluate the effect of stakeholder planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District.

### 1.3 Hypotheses

**H<sub>01</sub>:** There is no significant effect of scope planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District.

**H<sub>02</sub>:** There is no significant effect of schedule planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District.

**H<sub>03</sub>:** There is no significant effect of resource planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District.

**H<sub>04</sub>:** There is no significant effect of stakeholder planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District.

## II. LITERATURE REVIEW

### 2.1 Theoretical review

The theory of change is an important tool in project planning and design because it provides the reasoning behind how research efforts should lead to the desired changes in the people or things that a program is trying to influence. It lays out the plans and methods that will be needed to acquire the desired results from the intended recipients, such as forming alliances and networks. A program or project's intended operation may be better understood with the help of a theory of change. It lays forth the project's intended areas of innovation, in other words. According to Ringhofer and Kohlweg (2019), there is a direct correlation between innovation management and change management. Tushman and Katz (2018) proposed a cyclical model of technology change characterized by technical discontinuities and the establishment of dominant designs, and they investigated the relationship between radical and incremental innovation across the product life cycle. Project planning tests and refines the road map while helping to bring about change that should have happened, which is why testing and refining the model is valuable. It challenges preconceptions. As a framework for aligning research activities with desired objectives, the theory of change is used in project planning. It sets out the tactics that will be required to achieve transformation, with an emphasis on fresh

methods, using the Sexual Reproductive Health and Rights Project in Rwanda's Bugesera District as an example. It is recommended to test and develop the model throughout project planning for effective change management.

In addition, the stakeholder's theory offers a framework for understanding corporate ethics and organizational management from a moral and value perspective. It says that the organization should manage the interests, needs, and opinions of its stakeholders, who are seen as a group inside the company. In doing so, it models the many groups that have a vested interest in a project's outcome and lays out strategies for how management might pay heed to those groups' concerns. Amadi (2017) examined the impact of planning on the success of community projects in Kenya. The study's authors came to the following conclusions: first, organizers should aim to make decisions that satisfy stakeholders. This will ensure that everyone involved in the project benefits, and second, donors and governments should involve opinion leaders, community members, and direct beneficiaries in every step of the project's lifecycle, from gathering ideas and opinions to planning, launching, and carrying it out. Because it demonstrates how many people contribute to the success of a project and its stakeholders throughout its execution and planning phases, this theory is applicable to the present investigation. Before beginning a project, it is important to carefully prepare for better stakeholder management, communication, shared objectives, and project priorities. Since the projects are so comparable, it is important to establish a more structured procedure to prevent assumptions (Jergeas et al., 2000).

Additionally, Resource Base View (RBV) is another name for Resource Based Theory (RBT), which holds that an organization's internal resources are the most important factor in achieving high-quality project results. Wernerfelt (1984) first proposed it in the 1980s as a means for organizations to gain a competitive edge. According to this hypothesis, the capacity of the resources at hand determines the likelihood of a project's success. If the company in charge of a project has all the necessary tools, it has a good chance of succeeding. Managers should prioritize these in-house assets as a source of strength since they provide chances for further strategic development rather than decline (Peppard & Ward, 2016). Consequently, according to this notion, the success of each project depends on the management of its resources. Project planning centered on locating and acquiring resources is, hence, very necessary. Supervisors can only succeed in carrying out the project successfully if they plan it well.

## 2.2 Empirical Review

### 2.2.1 Scope Planning

Among the many variables that influence the connection between scope planning and project success, a country's legislative framework and organizational structure are among the most important. Ghabri (2022) analyzed the impact of the financial structure and legal system on different countries. Using data from 1,736 projects in 22 countries, they found that the link is affected by both the legal framework and the organization of the activities in each nation.

The research found a favorable correlation between project performance and both stars and ranks. Ueng (2016) used 3068 projects from the Corporate Library Database to study the correlation between project success and the quality of the policy governing scope planning. According to the study's findings, projects with a well-thought-out approach to planning their scope tend to perform better overall.

Socially responsible investors evaluate projects using the criteria laid forth in the scope planning and project performance relationship. A project's performance as a custodian of the natural world is taken into account in environmental relationships. The social connection analysis looks at the company's management of its relationships with its workers, vendors, consumers, and local communities. Executive compensation, audits, internal controls, and shareholder rights are all aspects of a project that are addressed by governance. Environmental hazards and the project's risk management strategy may both be assessed using this connection (Kenton, 2019).

The methods by which businesses are run and their relationships with shareholders are included in scope planning. An important objective of scope planning, as stated by the OECD, is to foster an atmosphere where market and business trust in enterprises and their capacity to spend capital on long-term productive projects is strong (Kenton, 2019).

Adherence to scope planning concepts is just as important as efficiency, creativity, and quality management when it comes to a project's success. Project performance and internal efficiency are both enhanced when scope planning criteria are followed (Tadesse, 2022). The goal of scope planning is to make it easier to keep tabs on and manage a company's operations. Its core principles include safeguarding the interests of many stakeholders through open and honest operations and improved disclosures (Arora & Bodhanwala, 2018).

Project success is dependent on well-considered decisions, which scope planning frameworks are supposed to facilitate (Shivani, 2017). A well-planned project's scope guarantees that stakeholders' needs are considered, that companies give back to the communities where they work, and that boards answer to project stakeholders and

shareholders. The initial purpose of scope planning was to safeguard the interests of shareholders, but the practice has now expanded to include other stakeholders and the general public (Startling, 2022).

### 2.2.2 Schedule Planning

Many variables influence the connection between schedule planning and project performance. One of them is the country's legal framework and project structure, which may have a major influence. Ghabri (2022) examined the impact of project structure and legal framework using cross-country analysis. According to Berthelot (2016), investors and traders in the capital markets pay close attention to timetable planning, and they must be able to spot potential earnings management and opportunistic behavior triggers.

The research found a favorable correlation between project performance and both stars and ranks. Ueng (2016) used a sample of 30,68 companies from the Corporate Library database to study the correlation between schedule planning policy quality and project performance. A better schedule planning strategy was associated with higher project performance, according to the study's findings. According to Reed (2018), who reviews all the ways of schedule planning, the process itself should be the center of attention, not the means of involvement like focus groups or interviews. The cultural setting and the magnitude of the interaction determine the precise kind of involvement. However, Reed (2018) suggests excellent practices for participation, including include stakeholders early on in the decision-making process, giving them agency over the process's outcomes, and setting explicit goals for the participatory process.

As the schedule planning method clearly affects the final product, the present study aimed to investigate a participation process suitable for integrating the top-down project performance indicators used on a European scale with the bottom-up indicators pertinent on a regional and city level. Other urban areas may find this approach useful as they seek to establish a common set of metrics to measure the success of their projects. Arnstein (2019) ranked several approaches to schedule planning, from those that do not include stakeholders at all to those that do, creating a ladder of involvement in the process.

### 2.2.3 Resource Planning

Tache (2011) investigated the process of creating a Romanian resource plan for sustainable investment projects. The study's overarching goal was to establish a generic integrated flow that would include cross-cutting social and environmental objectives with investment project resource planning for the purpose of evaluating the projects' effectiveness. A flowchart depicting the entire approach was used to demonstrate the close connection between resource planning, which in turn gives a formal framework for conducting logical monitoring, and the success of the project from an economic, social, and environmental standpoint all at once. The research provided fresh insights for improving models and systems by critically analyzing the predicted benefits and drawbacks of this resource planning tool.

A study by Fernandez et al. (2018) looked at the difficulties of implementing ERP in the public sector of Malaysia. Enterprise resource planning (ERP) systems have prompted many businesses to embrace them in an effort to boost performance. While the government may aim for improvements with ERP implementation, firms may face negative repercussions. Examining the difficulties faced by public sector firms during ERP implementation is the primary objective of this research. The 52 Malaysian local governments that have adopted the system were surveyed using questionnaires for this research. The intricacy of the current organizational structure (i.e., rules, red tape, etc.) in fulfilling ERP needs is determined to be the primary obstacle to ERP implementation in public sector organizations. The next stage is dealing with the inexperience and challenges that come with adjusting to the new system and the way it changes people's work habits.

Müller and Turner (2007) examined the impact of project managers on project success according to project type. The study's goals were to examine how project manager attributes affect the weight that success criteria carry and to compare and contrast project outcomes with these criteria. The significance of resource planning criteria and project success rates varied by industry, project complexity, and the age and nationality of the project manager, according to 959 replies to an online survey. The basic criteria, however, are distinct and have been defined. A correlation between the weight given to success criteria and the degree to which a project was considered successful was shown by a model of the connection between the two.

Ofori (2013) investigated KSFs and resource planning procedures in Ghana. Finding and evaluating high-quality project planning via management methods was the goal of their research. The research took an exploratory tack, surveying 200 managers from various economic backgrounds in Ghana to learn more about their companies' project management techniques.

The study's findings stressed the need for buy-in from upper management, a well-thought-out strategy for communicating project updates, well-defined project objectives, and active participation from all relevant stakeholders as essential success factors.

Stakeholders should be actively engaged in the planning process and the project's performance via the use of Logical Framework Approaches (LFA), which include activities, processes, outputs, effects, and inputs. In addition to satisfying beneficiaries' needs and interests, programs should resolve issues they encounter. Any person, organization, or group with a vested interest in the outcomes of the initiatives should be considered a stakeholder. Project performance evaluation and identification should precede resource planning (Andersson, 2021).

### 2.2.3 Stakeholder Planning

According to Li et al. (2020), project owners and contractors, in particular, have a significant role in ensuring the success of a project. Using social network analysis, this research looked at how the trust networks of project participants correlated with the success of building projects. According to the findings, trust between the owner and contractor is less important for a project's success than a trust network between other project participants. Perhaps because political initiatives in China are required to be finished before prescheduled deadlines, the trust network of project participants has a major effect on quality and cost but no effect on time. Project owners and contractors aren't the only ones this research emphasizes as crucial. Relationship management among project participants is an important topic for academics and working people alike.

Research by Masinde and Muteshi (2020) sought to identify variables impacting the long-term viability of youth programs supported by donors in Kenya's Kakamega County. The research focused on youth agri-business programs financed by donors in Kakamega County, Kenya, and how factors including leadership capabilities, training, youth participation, and monitoring and evaluation affect the enterprises' viability. Sustainable Development Theory, the Theory of Change (ToC), and the Positive Youth Development Approach (PYDA) were the guiding principles. This study used a descriptive research strategy, and its intended participants were youth agri-business initiatives receiving funding from the USAID/YYC program. Due to their involvement as program direct beneficiaries in Kakamega County, the designated target demographic is distinct in a certain manner. In the whole county, there were 233 projects. A 30% subset of the projects had their chairpersons chosen at random to fill out the surveys. Questionnaires were the main source of information for the study. With a cutoff range of 0.7 and above, the researcher used Cronbach's alpha to evaluate the internal consistency and reliability of the five-point Likert scale questions. In order to make sense of the numerical data, the research used descriptive and inferential statistics. It is clear that youth play a key role in project management and sustainability, as most respondents agreed that donor-funded youth agri-business projects are affected by factors such as leadership capabilities, training, youth participation, and monitoring and evaluation. Therefore, it is advised that the youth of Kakamega County participate and work together on the sustainability of the initiative.

Pretty (2021) revised this ladder and found that, as one moves up the stages of stakeholder planning, stakeholders work together more effectively and have a stronger sense of ownership over the final product. According to the present research, stakeholders should be involved more actively in the latter phases of indicator suite identification if stakeholder planning is to proceed up the indicator identification ladder. This makes it possible for the stakeholders to assume ownership of the suite of indicators at the conclusion of the process, rather than the facilitators.

According to Fraser (2016), the study team looked at the Dublin city area in Ireland to see how successful stakeholder planning is in creating a unified approach to project performance on a regional level. A more unified approach to project performance across the Dublin area was one of the project's primary goals, along with better communication and shared visioning among the participating local authorities.

Projects are more likely to be cohesive and long-lasting if planners take the time to do a stakeholders' analysis to learn about the various interest groups' biases, expectations, and concerns. The fact that separate initiatives often have divergent perspectives on the issues at hand, the desired outcomes, and the underlying technological principles has led to several failed endeavors. Decisions on which project goals to pursue and which areas to concentrate on, as well as which interests and opinions to prioritize, must be made throughout the analysis process (Andersson, 2021).

## III. METHODOLOGY

This chapter lays out the steps used to gather data for the research. In this part, the researcher lays out the plan for how they will conduct their research, including the research questions, the population they will be studying, the

sample size and sampling procedure, the data collection methods, the analysis of that data, and any ethical considerations that were thought about while doing the research.

### 3.1 Research Design

A combination of descriptive and correlational study was carried out by the investigator. Research designs such as descriptive survey research and correlational studies look for relationships between study variables by using questionnaires to gather information on a wide range of topics.

### 3.2 Study Population and Sample Size

The population is the set of all the things you can create a sum out of. In this investigation, the participants were people. Community health workers, education officials, instructors, administrators of health centers, local leaders, project employees, and contributors are among the 78 people that make up the study's total population. Due to the small size of the community under investigation, the researcher has opted to utilize a census inquiry technique rather than sampling. Using this method, the researcher is not interested in selecting a smaller subset of the population by sampling, but rather in collecting data from the whole population. Using this method, the researcher hopes to get a complete and accurate picture of the study's sample.

### 3.3 Data Collection Instruments

Research requires the use of data collection instruments, which are methods and tools for collecting relevant information. Questionnaires served as the main data collection tool in this investigation. The main sources were members of the Save Generations Organization. Secondary data sources included course materials, scholarly articles, books, and online resources that cover the topic. In order to gather data, questionnaires included several study-related items that were standard for all participants.

### 3.4 Data Analysis Method

Editing, coding, and data input are all parts of data preparation, while data reduction, development of summaries, discovery of patterns, and application of statistical methods are all parts of data analysis. Assigning replies with numerical values or other symbols is known as data coding. Entering data allows for the viewing and modification of information that has been retrieved from secondary or primary sources. The data was analyzed using SPSS, or the Statistical Package for the Social Sciences, version 22.0. This research used SPSS, or the Statistical Package for the Social Sciences, to conduct quantitative analyses.

## IV. FINDINGS AND DISCUSSION

This chapter focuses on the analysis of the data gathered from 78 Save Generations Organization stakeholders. The data are presented in tables and then analyzed.

**Table 1**  
**Profile of Respondents**

Gender	Frequency	Percent
Male	36	46.2
Female	42	53.8
Total	78	100.0
Age	Frequency	Percent
Between 21-30 years old	25	32.1
Between 31-40 years old	41	52.6
Between 41-50 years old	12	15.4
Total	78	100.0
Education level	Frequency	Percent
Diploma level	24	30.8
Bachelor level	49	62.8
Master's Degree	5	6.4
Total	78	100.0

Table 1 displays the results showing that males make up 46.2% of the sample and females 53.8%. From what we can tell, the research included much more women than men. This study stands out for its equal representation of both genders, which enables the researcher to draw significant conclusions and provide suggestions that may help both sexes. The inclusion of men's and women's viewpoints strengthens the information's accuracy.

The results showed that 41 respondents (52.6%) were in the 31–40 age bracket, 25 respondents (32.1%) were in the 21–30 age bracket, and 12 respondents (15.4%) were in the 41–50 age bracket or older. It is worth mentioning that the initiative mostly targets young individuals, as seen by this distribution.

The data in table 4.1 shows that 62.8% of the respondents had bachelor's degrees, 30.8% had diplomas, and 6.4% had masters. According to these findings, a large number of the project's direct recipients had less education, which may have made them more reliant on outside aid.

**Table 2**  
**Perceptions of Respondents on Scope Planning**

	N	Mean	Std. Dev.
Through scope planning, Plan for requirements affects performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.34	.92
Through scope planning, assign responsibilities affects performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.35	.96
Through scope planning, Scope control planning affects performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.10	1.12
<b>Overall</b>		<b>4.34</b>	<b>.92</b>

The impact of scope planning on the performance of the Sexual Reproductive Health and Rights Project in Bugesera District was evaluated using descriptive data, which are shown in Table 2. According to most respondents, the requirements plan impacts the performance of the Sexual Reproductive Health and Rights Project in Bugesera District via scope planning. A high amount of agreement and heterogeneous viewpoints among participants is shown by the extremely high mean score of 4.34 and standard deviation of 0.92.

A very high mean score of 4.35 shows that respondents in Bugesera District had a good impression of how the Sexual Reproductive Health and Rights Project was impacted by scope planning and assigning duties. There was a lot of agreement among the participants, yet the statement nevertheless had a heterogeneous response with a standard deviation of 0.96. Scope planning affects the performance of the Sexual Reproductive Health and Rights Project in Bugesera District, according to the extremely high mean score (4.10). Respondents regarded this favorably. The success of the Sexual Reproductive Health and Rights Project in Bugesera District is influenced by scope control planning, which is a part of scope planning. The heterogeneity in responses was suggested by the 1.12 standard deviation. A very high mean score of 4.34 indicates that most respondents agree that the Sexual Reproductive Health and Rights Project in Bugesera District would not have been successful without careful planning of its scope. Despite considerable agreement on the impact of scope planning, respondents' perceptions of that impact vary, as seen by the modest amount of heterogeneity shown by the standard deviation of 0.92.

The results corroborate what Ghabri (2022) has already shown about the complex link between scope planning and project success. Factors such as legal systems and activity structure might significantly affect this link, according to the researchers. Similarly, the study's findings indicate that scope planning affects many parts of a project's performance, such as time, money, and activities, demonstrating the complex relationship between the two.

To comprehend how a project accomplishes its goals and brings about change, the development and social sectors use the Theory of Change. The Theory of Change is relevant to the investigation of scope planning's impact on project performance because the former aims to determine what changes occurred in Bugesera District as a result of the project and the latter aims to comprehend the relationships between the two.



**Table 3**  
*Perceptions of Respondents on Schedule Planning*

	N	Mean	Std. Dev.
Through schedule planning, the start and end dates of a project plan affect performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.44	.87
Through schedule planning, the milestones along the way affect performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.36	.96
Through schedule planning, the timeline for completing tasks affects performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.10	1.15
<b>Overall</b>		<b>4.30</b>	<b>0.99</b>

Descriptive data evaluating the impact of timetable planning on the success of the Sexual Reproductive Health and Rights Project in Bugesera District are reported in Table 3. In Bugesera District, the Sexual Reproductive Health and Rights Project is believed by most respondents to be affected by the start and conclusion dates of the project plan, as determined by schedule planning. The very high standard deviation of 0.87 and very high mean score of 4.44, which indicate a high degree of agreement and heterogeneous opinions among participants, support this. A very high mean score of 4.36 shows that respondents had a good impression of the statement that the performance of the Sexual Reproductive Health and Rights Project in Bugesera is affected by the milestones along the way via schedule planning. A standard deviation of 0.96 on the statement suggested a heterogeneous answer, even though participants were mostly in agreement. With a mean score of 4.10, respondents in Bugesera District seem to agree that the assertion that the performance of the Sexual Reproductive Health and Rights Project is impacted by the deadline for completing activities via schedule planning is true. The heterogeneity in responses was suggested by the 1.15 standard deviation.

The respondents in Bugesera District agreed that schedule planning significantly affects the functioning of the Sexual Reproductive Health and Rights Project, as shown by the overall extremely high mean score of 4.30. Although respondents do agree that schedule preparation has an impact, their perceptions of that influence vary to a substantial degree (standard deviation = 0.99), suggesting a moderate amount of heterogeneity.

Berthelot (2016) emphasized the significance of schedule preparation, and the results are in accordance with that. Scheduling is crucial to the success of the Sexual Reproductive Health and Rights Project in Bugesera District, according to the study's findings (Table 4.6), which corroborate the findings of the researchers. Their claim that well-planned schedules are critical to a project's success is supported by this.

Various stakeholders' demands and interests must be identified and met in order for an organization or project to be successful, according to Stakeholder Theory. Taking into account the interests and expectations of stakeholders, such as beneficiaries, donors, or local communities of the Sexual Reproductive Health and Rights Project in Bugesera District, this study closely relates to stakeholder theory in assessing the effect of schedule planning on project performance.

**Table 4**  
*Perceptions of Respondents on Resource Planning*

	N	Mean	Std. Dev.
Through resource planning, the financial resource affects performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.40	.79
Through resource planning, the human resource affects performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.09	1.13
Through resource planning, the resource allocation affects performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.26	.82
<b>Overall</b>		<b>4.25</b>	<b>0.91</b>

Table 4 presents descriptive data on the relationships between the Sexual Reproductive Health and Rights Project's performance in Bugesera District and different parts of the project's resource plan.

Respondents strongly agree that the Sexual Reproductive Health and Rights Project in Bugesera District is impacted by financial resources, as shown by the high mean score of 4.40. Responses are seen as quite heterogeneous with a standard deviation of 0.79. Respondents in Bugesera District strongly believe that human resources impact the success of the Sexual Reproductive Health and Rights Project via resource planning, as seen by their high mean score of 4.09. Although there is consensus, there is still a fair amount of disagreement (as seen by the

1.13 standard deviation), which is known as heterogeneity in replies. With a mean score of 4.26, respondents strongly agree that the allocation of resources has an effect on the success of the Sexual Reproductive Health and Rights Project in Bugesera District via resource planning. A level of heterogeneity in views is suggested by a standard deviation of 0.82.

Overall, respondents agreed that resource planning significantly affects the success of the Sexual Reproductive Health and Rights Project in Bugesera District, as shown by the extremely high mean score of 4.25. While respondents do agree that resource planning has an impact, their opinions on just how big of an impact vary (a standard deviation of 0.91 reveals a considerable degree of heterogeneity).

Tache (2011) emphasized the critical function of project resource planning, and the results are consistent with that. Project resource planning, as shown by the researcher, entails compiling a complete inventory of all items, funds, and people that will be required for a project. Effective resource planning is crucial to the success of projects like the Sexual Reproductive Health and Rights Project in Bugesera District, as shown by the high mean scores and agreements among respondents in this research.

According to Resource-Based Theory, a company's ability to stay ahead of the competition and achieve its goals depends on how well it handles its material, human, and organizational assets. This research examined the impact of resource allocation and management on the results of the Sexual Reproductive Health and Rights Project in Bugesera District. It used the concepts of resource-based theory to investigate how planning resources influences project performance.

**Table 5**  
*Perceptions of Respondents on Stakeholder Planning*

	N	Mean	Std. Dev.
Through stakeholder planning, the goals and expectations of key stakeholders affect performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.35	.95
Through stakeholder planning, the prioritize of activities affects performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.32	1.01
Through stakeholder planning, the stakeholder's communication affects performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.15	1.14
<b>Overall</b>		<b>4.27</b>	<b>1.03</b>

Table 5 shows descriptive data that looked at how the Sexual Reproductive Health and Rights Project in Bugesera District fared after stakeholder planning. With an impressive mean score of 4.35, a large portion of the participants in the Sexual Reproductive Health and Rights Project in Bugesera District acknowledged that stakeholder planning influences the execution of the project by taking into account the objectives and expectations of important stakeholders. A dedication to data-driven decision-making, the identification of important stakeholders' needs and expectations, and the use of specialized stakeholder planning all contribute to this high mean. In terms of how successful these employees are, the standard deviation is 0.95, which suggests heterogeneous viewpoints. A high mean score of 4.32 indicates that the Sexual Reproductive Health and Rights Project in Bugesera District is affected by the prioritization of activities via stakeholder planning. This suggests that the majority of responders had a favorable impression. But the 1.01 standard deviation shows that people have heterogeneous opinions on how much and how well stakeholder planning works. Stakeholder planning influences the success of the Sexual Reproductive Health and Rights Project in Bugesera District, according to several respondents (mean score of 4.15). Opinions are favorable, as shown by the high mean. However, the heterogeneous response to various methods is shown by a standard deviation of 1.14.

With a mean score of 4.27, respondents generally think that stakeholder planning is crucial to the success of the Sexual Reproductive Health and Rights Project in Bugesera District. While respondents do agree that stakeholder planning has an impact, their differing perspectives on that impact are evident from the modest amount of heterogeneity (standard deviation = 1.14).

According to Pretty (2021), stakeholder planning is crucial, and these results support that claim. Stakeholders get a stronger feeling of unity and co-ownership as stakeholder planning advances, as Pretty points out. The study's findings, which demonstrate that stakeholder planning has a substantial impact on the Sexual Reproductive Health and Rights Project in Bugesera District, especially regarding expectations and goals, activity prioritization, and communication with stakeholders, support the notion that good planning is essential for project success and engagement.

Stakeholder Theory, which states that project success is impacted by effective stakeholder involvement and management, is in complete agreement with this goal. To evaluate the impact of stakeholder planning on the Sexual Reproductive Health and Rights Project in Bugesera District, one must determine how well the project satisfies the requirements, worries, and anticipations of all parties concerned.

**Table 6**  
**Perceptions of Respondents on Performance of Sexual Reproductive Health and Rights Project in Bugesera District.**

	N	Mean	Std. Dev.
The scope provides the effectiveness of performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.28	.86
The cost provides the effectiveness of performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.26	.96
The quality provides the effectiveness of performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.38	.85
The timeliness provides the effectiveness of performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.47	.87
The beneficiary's satisfaction provides the effectiveness of performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.18	1.09
The stakeholder's involvement provides the effectiveness of performance of Sexual Reproductive Health and Rights Project in Bugesera District	78	4.33	.83
<b>Overall</b>		<b>4.32</b>	<b>0.91</b>

As shown in Table 6, the following are some descriptive statistics about the Sexual Reproductive Health and Rights Project in Bugesera District: A very high Mean with a Standard Deviation indicates a generally positive perception, while "heterogeneous" viewpoints indicate diverse assessment of project outcomes. The scope provides information about the effectiveness of the Sexual Reproductive Health and Rights Project in Bugesera District (Mean: 4.28, Standard Deviation: 0.86). The cost-effectiveness analysis of the Sexual Reproductive Health and Rights Project in Bugesera District came to a mean of 4.26 with a standard deviation of 0.96. The combination of a very high mean and a "heterogeneous" standard deviation indicates that the assertion is supported.

With a mean of 4.38 and a standard deviation of 0.85, the majority of respondents in Bugesera District believe that the quality provides the effectiveness of performance of the Sexual Reproductive Health and Rights Project. This indicates a generally positive but "heterogeneous" perception. Respondents in Bugesera District strongly agreed that the Sexual Reproductive Health and Rights Project's performance is effective because of how timely it is (Mean: 4.47, Standard Deviation: 0.87): The very high Mean and Standard Deviation indicate positive perceptions with "heterogeneity" degrees of agreement on the consistency of outcomes. Results show that the Sexual Reproductive Health and Rights Project in Bugesera District was successful in meeting the needs of its beneficiaries (Mean: 4.18, Standard Deviation: 1.09). While the high levels of agreement between the group's members are indicative of widespread agreement, the presence of "heterogeneous" viewpoints reveals the variety of community experiences.

Additionally, with a mean score of 4.33 and a standard deviation of 0.83, most respondents felt that the engagement of stakeholders contributes to the efficacy of the Sexual Reproductive Health and Rights Project in Bugesera District: Strong project performance is agreed upon by all parties involved, as seen by the extremely high Mean and Standard Deviation. The wide variety of perspectives is shown by the "heterogeneity" in the replies. The Sexual Reproductive Health and Rights Project in Bugesera District was seen favorably by a "heterogeneous" group of people, as shown by the relatively high standard deviation of 0.91 and overall mean score of 4.32. From this, we may infer that the Sexual Reproductive Health and Rights Project in Bugesera District is largely considered a success by the respondents.

The results are in line with what Kock et al. (2020) call "project performance," which he describes as efforts to improve a project's efficiency using strategies informed by behavioral science. The study's evaluation of the Sexual Reproductive Health and Rights Project in Bugesera District shows that different people have different views on what the project accomplished, which proves that the procedures and structures of a project may affect the actions and motivation of its employees.



**Table 7**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 <sup>a</sup>	.664	.645	.39719

a. Predictors: (Constant), Scope planning, Resource Planning, Schedule Planning, Stakeholder Planning

Table 7 displays the summary of the model for a particular regression study. With an R-value of 0.815, this model has a strong connection. This proves that the dependent variable (project performance) and the predictors have a very favorable relationship. If the predictors are able to more accurately forecast the dependent variable, the R value will be greater. With a R Square value of 0.664, we have a coefficient of determination. For the dependent variable, this means that the combined impact of the predictor’s accounts for about 66.4% of the observations: Planning for the Sexual Reproductive Health and Rights Project in Bugesera District, including its scope, resources, timeline, stakeholders, and monitoring of project performance.

**Table 8**

*ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.730	4	5.682	35.960	.000 <sup>b</sup>
	Residual	11.516	73	.158		
	Total	34.246	77			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Scope planning, Resource Planning, Schedule Planning, Stakeholder Planning

Table 8 displays the results of the analysis of variance (ANOVA) for the multiple regression model in relation to the dependent variable performance of the Sexual Reproductive Health and Rights Project in Bugesera District. This model incorporates the predictors Scope planning, Resource planning, Schedule planning, and Stakeholder planning. Based on the statistical significance of the F-value (35.960) and the p-value (0.000, Sig.<0.05), the total regression model may be considered to be significant. Results show a statistically significant correlation between the dependent variable (the success of the Sexual Reproductive Health and Rights Project in Bugesera District) and one or more of the predictors (Scope planning, Resource planning, Schedule planning, or Stakeholder plans).

**Table 9**

*Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.430	.270		1.593	.115
	Resource Planning	.418	.107	.408	3.905	.000
	Schedule Planning	.309	.124	.306	2.492	.015
	Stakeholder Planning	.361	.102	.395	3.540	.001
	Scope planning	.406	.104	.432	3.901	.000

a. Dependent Variable: Project performance

The following is a representation of them, which are described as a basic regression model: The project performance may be calculated by adding up the following variables: resource planning, schedule planning, stakeholder planning, scope planning, and et.

Next, the created model set and the following are used to form the equation:

$Y = \beta_0 + \beta_1 X_i + \beta_2 X_{ii} + \beta_3 X_{iii} + \beta_4 X_{iv} + \epsilon_t$  with  $Y = \text{Project performance}$ ;  $\beta_0 = \text{Constant}$ ,  $X_i = \text{Resource Planning}$ ;  $X_{ii} = \text{Schedule Planning}$ ,  $X_{iii} = \text{Stakeholder Planning}$   $X_{iv} = \text{Scope planning}$  and with the Margin of error  $\beta_i$ ;  $i = 1, \dots, 4$  being the model parameter

As shown in Table 9, the results of a multiple regression analysis were used to understand how project resource management affected project performance. The baseline value of project performance is represented by the Constant term (0.430). With coefficients of 0.418, 0.309, 0.361, and 0.406, respectively, for resource planning,

schedule planning, stakeholder planning, and scope planning, the Sexual Reproductive Health and Rights Project in Bugesera District's performance improves as the increase each of these factors by one unit.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusions

This study aimed to assess the effect of project planning on the performance of the SRHR Project in Bugesera District, and it had four specific objectives. The first objective was to investigate the effect of resource planning on the project's performance. Resource planning, including financial and human resource allocation, was found to play a significant role in enhancing the SRHR Project's performance in Bugesera District. The second objective focused on the effect of schedule planning on project performance. The study revealed that schedule planning, including setting start and end dates, milestones, and task timelines, had a positive impact on the SRHR Project's performance. The third objective aimed to assess the effect of stakeholder planning on project performance. Stakeholder planning, which considered the goals, expectations, and communication with key stakeholders, was recognized as crucial in enhancing the performance of the SRHR Project.

The fourth objective examined the effect of scope planning on project performance. Scope planning, particularly in terms of cost, time, and activity management, was identified as a significant factor contributing to the performance of the SRHR Project. The results indicate that all four null hypotheses (H0a, H0b, H0c, and H0d) have been decisively rejected. This study underlines the effect of project planning, including scope planning, resource, schedule, stakeholder planning and in achieving successful outcomes for the SRHR Project in Bugesera District.

### 5.2 Recommendations

The SRHR Project should refine its schedule planning by setting clear start and end dates, defining milestones, and establishing realistic timelines for task completion. This will help in better project tracking and management. Also, Bugesera District authorities should continue to provide support and collaborate closely with the SRHR Project. This includes facilitating access to resources, infrastructure, and community participation to ensure the project's success. Furthermore, SRHR Project should continue to engage with key stakeholders, including community members, healthcare providers, and government officials. Maintaining open and effective communication channels and addressing stakeholder goals and expectations is crucial for success. Moreover, Bugesera District should establish a monitoring and oversight mechanism to track the progress and impact of projects within its authority. Regular evaluations will help ensure that projects align with district goals and objectives.

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