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PROJECT MANAGEMENT PRACTICES AND PROJECT PERFORMANCE NATIONAL UNION OF DISABILITIES' ORGANIZATION OF RWANDA (NUDOR) KIGALI, RWANDA

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ABSTRACT

The success of projects largely depends on the way it is managed and controlled. The challenges met during the execution of project management practices has been during project planning, exceeding the set budget and going beyond its set schedule and poor quality. This study sought to determine the role of project management practices on the performance of disability people organizations projects within NUDOR. The study also sought to find out the effect of communication, project planning, stakeholder involvement, monitoring and evaluation on the performance of disability people organizations projects. The study was anchored on classical Theory and constraint theory, stakeholder theory, realistic evaluation theory and goal setting theory. Methodology used is census or survey methods where the population was made of executive managers, project managers and project team where there were 48 from 16 organizations of people with disability, where all 48 were participated. Data were collected using both primary and secondary data. There are different research that found there is a relationship between project management practices and project performance.

Key word: Project, Project management, Project Performance, Planning, stakeholder involvement, communication, monitoring and evaluation.

Introduction

Project performance management is the process of creating, implementing, and managing projects that contribute to the performance of an organization and its strategy. Rather than

focusing on task execution, project performance management is about the bigger picture (Jackson T. , 2020).

The criteria of project performance for the project are mostly cost, time and quality that are basic elements of project success (KPMG, 2013). Quality is all about the entirety of features requisite by a product to meet the desired need and fit for purpose. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents. Project performance measure for this is defined in terms of cost, time, quality and profitability, as small and medium enterprises focus on earning returns over project investment.

As per Abdi (2014), the project success in achieving its objectives is supported by the varied factors collaboration that if examined and administered poorly could lead to projects smashing as well as project obstruction from achieving the purposes set all over the prompting creation the non-performing project. The project execution, on the other hand, requires the activities carried out in order to comply with the project management program. This included organizing people and resources in line with the project management strategy, as well as incorporating and executing the work in progress (Omwaka & Wanyoike 2016).

Involvement of stakeholder plays a key role in management of projects in performance of project. Moodley (2012) indicates that the context in which projects are executed includes several actors, directly or indirectly, and that they are distinct in the degree to which they can affect the project. Stakeholder involvement occupy various areas in the cycle of the project and at various stages of the society and have many unique ways within a series of project inputs, initial expectations of the project, sharing of the project information, consulting, making decisions, corporations empowering each other. Baroudi, Olson and Ives (2016) indicate that engaging the user in the implementation of the project results to the use of the project as well as satisfying clients' needs.

The practice of planning before implementation is known to have successful project performance outcomes and is among of the practices significant in management of project. Menches, Hanna, Nordheim and Russel (2008) found that those projects that had comprehensive planning were likely to achieve project-desired goals. Further, Buchholz and Volk (2012) suggest that

sustainability is most effective when there is participatory planning and Van- Ongevalle, Van-Petegem, Deprez and Chimbodza (2011) propose that participation of various stakeholders in the planning process and 8 in self-assessment for their needs, own priorities and objectives is a source of energy for project continuity.

Monitoring and evaluation may help in recognizing and defining challenges as well as causes and suggesting possible resolutions. M&E can have a strong influence on the success of the project, as insufficient information is available on it (Shapiro, 2011). UNDP (2009) notes that a series of complementary exercises include carrying out monitoring and assessments, and the main one of which is to devise a M&E strategy 9 that directs the entire exercise. Shapiro (2011) added that monitoring and assessment are part of the planning phase of the project and that information on results project needs collection from the beginning in linkage to targets

While Africa relies on the management of projects to meet its development objectives, although according to Ika, Diallo and Thuillier (2014), many projects are usually uncontrolled, unsuccessful, or poor projects performance are dominant in Africa and that they have even dissatisfied its expansion. Research on practice of Project Management by Frimpong et al. (2013) in Ghana, on the project management practice in Africa have revealed the causes of overruns for delay and cost in Nigerian construction projects. Studies by Ika et al. (2014) 3 acknowledged the communication role in success of African projects. We are all aware of the issues on management of African project, because number of factors such as Corruption, bad government and inadequate capacity for (project) administration have been described as silent murders of African ventures and development (Collier, 2015; Moyo, 2017). A survey carried out by Price Waterhouse Cooper pointed to fact that 50% of the reasons why projects fail was due to poor practices for managing project. In their findings, the public sector had the lowest project management levels compared to other sectors. Equally, the findings further states that project management practices use increases the likelihood of project success (Price Waterhouse Cooper, 2012). This supports assertion by Martin (2013) that for a product to grow and succeed, one must learn how to make strategies and ideas a reality.

There are currently more than 1 billion disabled people in the world. According to the World Health Organization (WHO) a disabled person is anyone who has “a problem in body function

or structure, an activity limitation, has a difficulty in executing a task or action; with a participation restriction. You may not see disabled people in your everyday life, and yet the WHO has identified over 1 billion disabled people, 20% of whom live with great functional difficulties in their day-to-day lives.” (WHO report 2021)

(Disabled world 2018) In Africa, an estimated 60-80 million people are living with disabilities today. Disabled people are estimated at 10 percent of the general African population, but possibly as high as 20 percent in the poorer regions. Every day in Africa, many people are disabled by malnutrition and disease, environmental hazards, natural disasters, traffic and industrial accidents, civil conflict and war. According to Rehabilitation International, it is estimated that 350-500 people worldwide become amputees each day due to landmines that they encounter while walking, farming, or playing.

According to the Fourth Rwanda Population and Housing Census (2012) there are 446,453 persons with disabilities in Rwanda, of a total population of 10,515,973. This equates to just under 5% of the population over the age of 5. The total number of people with disabilities is likely to be higher; the World Health Organization estimates that approximately 15% of any population will have a disability.

Person with disability organizations are representative organizations or groups of persons with disabilities, where persons with disabilities constitute a majority of the overall staff, board, and volunteers in all levels of the organization. It includes organizations of relatives of PWDs (only those representing children with disabilities, people with intellectual disabilities, and/or the Deafblind) where a primary aim of these organizations is empowerment and the growth of self-advocacy of persons with disabilities.

The International Disability Alliance (IDA) was established in 1999 as a network of global and since 2007, regional organizations of person with disability (PDOs) and their families. IDA was instrumental in establishing the International Disability Caucus (IDC) the network of global ,regional and national organization of personal with disabilities and allied and non-government organizations (NGOs), which was to become a key player in the negotiation of United nations Convention on the Right of Persons with Disabilities (UN CRPD).

Today, the aim of the Alliance is to promote the effective and full implementation of the UN CRPD worldwide, as well as compliance with the UN CRPD within UN system, through the active and coordinated involvement of representative organization of persons with disabilities at the national, regional, and international levels. IDA is working to ensure the 2030 agenda and its Sustainable development goals are realized in line with the UNCRPD. IDA supports PDOs at national, regional level through trainings and disseminating resources and information.

The Africa Disability Alliance (ADA) was formed to facilitate the inclusion of disability rights at various levels in Africa. Its mandate is premised on the human rights and social model of disability, which is an inclusive and comprehensive approach to disability rights where the focus is no longer just on the individual but on the environment and the interaction thereof. This is supported by various (international) instruments on disability that promote equal opportunities for persons with disabilities in society.

Recognizing that persons with disabilities are among the most marginalized in society and considering that many institutions and systems in society have not factored in their needs, ADA finds it imperative to work towards more sustainable solutions that alleviate the situations of persons with disabilities.

The National Union of Disability Organizations in Rwanda (NUDOR) exists to strengthen the voice of the disability movement in Rwanda. It is an umbrella organization established in 2010 by eight organizations of persons with disabilities. Together NUDOR and its twelve members are working so that persons with disabilities can enjoy the equal rights to which they are entitled. The mission of NUDOR is to serve as a voice for organizations of persons with disabilities to express their views and to support them in strengthening their capacities and achievements.

There are challenges to PDOs project performance like any other NGO. International NGO Journal Vol. 6(9) say that the size and severity of challenges in each country of developing nation is different and in most countries, governments desire to control all activities of NGOs. Therefore, it is not surprising that there are many quasi-governmental NGOs in some developing countries, based on the governing regime. One of the most important issues ahead NGOs is "the decision-making processes." Tensions often occurred between staff and senior managers because of the staff expectations that they would be equal partners in the decision-making

process. Another common problem is the governance of the Organizations and the internal relations between board members and staffs (Mukasa, 2002).

NGOs were found to be weak at staff career development. So, other problem is about staffing issues and covers recruitment, assignment and layoff as well as human resources development and administration and finally everyday management of staff (Vilain, 2002). Not all people working for NGOs are volunteers and paid staff members typically receive lower pay than in the commercial private sector, they have little organizational and professional skills, and the poor quality of training or lack of importance attached to training NGO workers are on the most concerns of NGOs (Mukasa, 2002).

The most commonly identified challenging issues for NGOs include; Fundraising, limited financial and management expertise, limited institutional capacity, low levels of self-sustainability, isolation/lack of inter-organizational communication and/or coordination, lack of understanding of the broader social or economic context difficulties of managing NGOs with operations in several countries also raised concerns.

Moreover, these issues also addressed in the literature: the structural growth problem, the accountability, the evaluation, the economies of scale problem; volunteer relationships; mission, effectiveness, and sustainability; main future needs (Lewis, 2009; Rahman, 2003; Mukasa, 2002)

With this initial knowledge in mind, the researcher conducted interview with some project specialists and project managers. The researcher discovered that the main cause of poor performance of PDOs projects is due to failure to use resources and funds during implementation phase as set in project plans

Given the above discussion, it is evident that there are indeed project management professionals who are experiencing project OPDs management challenges in Rwanda. And as described, the practices management does not only affect implementing agencies but also the overall project performance.

General Objective

The general objective of this study was to assess that effect of project management practices on the performance of Disability people organizations projects in members of NUDOR.

Specific Objectives

- i. To establish the effect of communication on the performance of projects within NUDOR
- ii. To evaluate the effect of project planning on the performance within NUDOR
- iii. To assess the effect of stakeholder involvement on performance within NUDOR.
- iv. To determine the effect of monitoring and evaluation on the performance projects within NUDOR.

Literature review

The classical approach to management (1900-1930) was the product of the first concentrated effort to develop a body of management thought. In fact, the management writers who participated in this effort are considered the pioneers of management study. The classical approach recommends that managers continually strive to increase organizational efficiency in order to increase production the classical approach is based on the following tenets (Certo S C & Certo S T, 2006). The classical approach to management can be divided into mainly three distinct areas. These are: a) Lower level management analysis or scientific management b) Comprehensive analysis of management or administrative management c) Bureaucratic management scientific management theory.

Classical approach made a significant contribution to the development of management theories. This perspective had three primary thrusts (Griffin R.W. 2006). Scientific management focused on employees within organizations and on ways to improve their productivity. Administrative theory focused on the total organization and on way to make it more efficient. Bureaucratic management focused on eliminating managerial inconsistencies that means it emphasized the position rather than person and organization continues even when individual leave. Classical approach highlighted the universal character of management principles (Berdayes V, 2002). Classical approach has been criticized on several counts. First, this theory is said to be too formal, secondly, it is more appropriate for stable and simple organization than for today's dynamic and complex organizations. Thirdly, it often prescribed the universal procedures that are not appropriate in some settings.

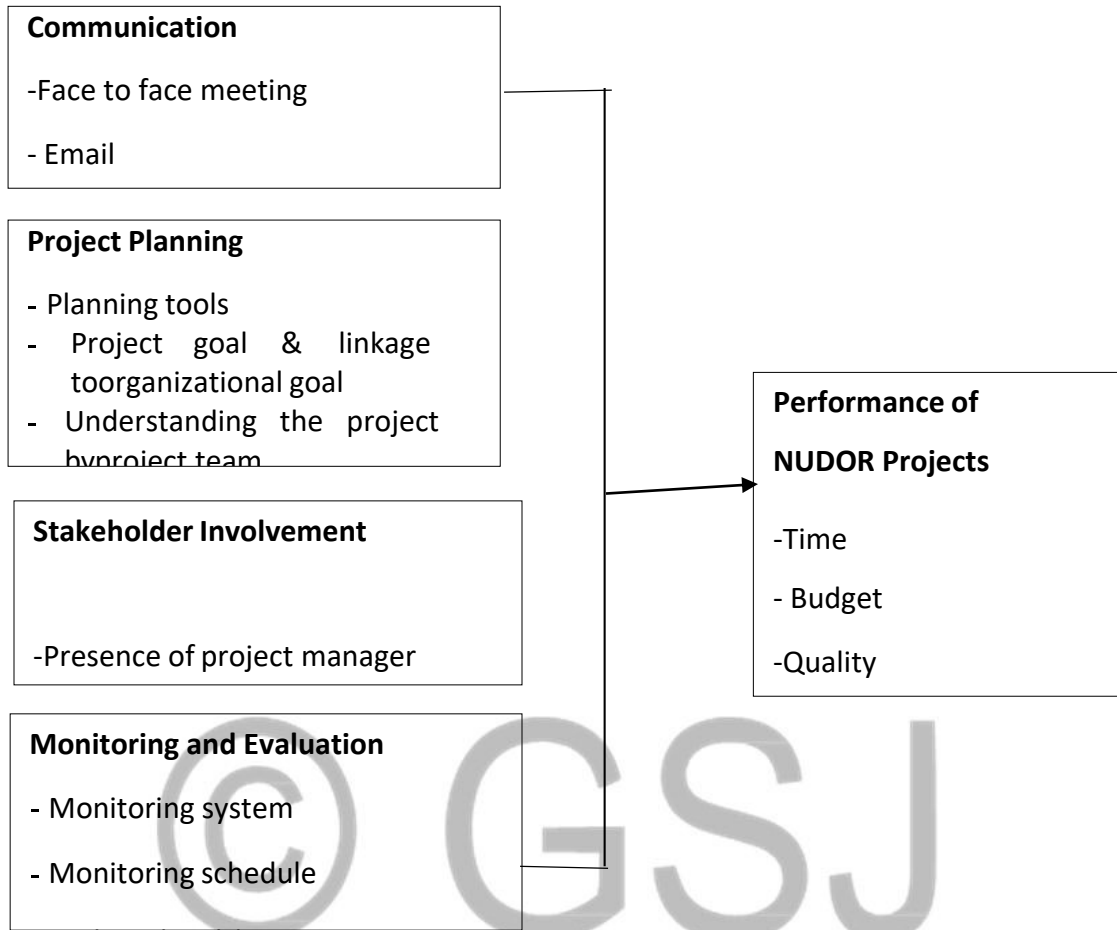
Conceptual framework

Independent Variables

Project management practices

Dependent Variable

Performance of NUDOR Projects



Source: Researcher's conceptualization (2022)

Methodology

Population

The target population is the entire population, or group, that a researcher is interested in researching and analyzing. The target population is the total group of individuals from which the sample might be drawn. A sample is the group of people who take part in the investigation. The people who take part are referred to as “participants” (McLeod, 2019). The target population is the total group of individuals from which the sample might be drawn.

The study of the relationship between project management practices and performance was carried out in person with disability organizations members of NUDOR, Kigali city. The choice was made based

on where the researcher found it easy to get respondents and where target population can be found. The population size for this study covered executive directors, project managers and project team.

The population of executive directors, project managers and project team in the projects was obtained from each person with disability organization member of NUDOR. All totalling 48.

Population of the study characteristics

S/N	PDOs members of NUDOR	Population
1	NUDOR	7
2	RNUD	3
3	RUB	3
4	AGHR	3
5	NOUSPR	3
6	NPC	2
7	RNADW	3
8	THT	2
9	UWEZO YOUTH EMPOWEMENT	3
10	UNABU	3
11	RECOPDO	4
12	OIPPA	3
13	RULP	3
14	COLLECTIF TUBAKUNDE	3
15	ROPPD-WU	1
16	ROPDB	2
TOTAL		48

DATA ANALYSIS, FINDINGS AND INTERPRETATION

Response rate

The questionnaires were distributed to a total of 48 and out of them a total of 48 responded. This response rate was adequate according to Cooper and Schindler (2011) who note that a response rate of 80% and above is sufficient. Therefore, this response rate was sufficient to provide data for the study variables analysis and generalization. See table 3 of response rate.

Response rate

Response rate	Frequency	Percentage
Response	48	100
Non response	0	0
Total	48	100

Validity of the Instruments

Validity refers to the degree to which an instrument accurately measures what it intends to measure. Three common types of validity for researchers and evaluators to consider are content, construct, and criterion validities. Evaluating the validity of a qualitative study is essential for using the research findings in practices. Research validity is the term used for evaluating the quality of a qualitative study (Kihn & Ihantola, 2015). Providing accurate and honest information by the participants led to achieve research validity. Valid research includes findings with similarity to other studies. Evaluating research validity is useful to provide evidence for practical training and development. Researcher avoided the bias of data collection and finding, which is essential to maintain research validity. Researcher isolate the research bias by avoiding pre-assumed beliefs and findings of the study.

Reliability of the Instruments

Reliability refers to the degree to which an instrument yields consistent results. Researcher achieved reliability by conducting the appropriate research method and design, where future researchers may replicate the study to confirm the conclusions. Reaching data saturation is essential to produce quality research.

In this research, measure of reliability included internal consistency, test-retest, and inter-rater reliabilities as a type of answers the question, to determine whether the scores would be stable over time.” Sometime later, the same test was re-administered to the same or highly similar group. The below table shows that the questionnaire that was used in this study was reliable since it is 0.722 where the rule says that the good test should ranges between 0.7 and 0.8.

Reliability Statistics

Cronbach's Alpha	N of Items
.722	36

Source: researcher, 2022

Effects of Communication on performance NUDOR Projects

Statement	Mean	Std. Deviator	Comments
Oral communication takes place in the form of meetings, discussion groups, etc.	3.42	.863	Moderate mean

Written communication takes place by means of letters, emails, circulars, memoranda and minutes of meetings	3.19	.915	Moderate mean
Non-verbal communication may convey powerful message in the business world by means of gestures, appearance or attitudes	3.25	.942	High mean
Messages may be sent and received using computer terminals, electronic mail (email) and fax facilities	3.12	1.024	Moderate mean
Visual communication takes place by means of presentations, DVDs and videos	3.08	.846	Moderate mean
Communication is made effective for all level of the management	3.69	.748	High mean
Communication	3.291	.29874	Moderate mean

Source: Primary data, 2022

Note: 5. Strongly Agree = [4.21-5.00] = very high, 4. Agree = [3.41-4.20] = high, 3. Not Sure = [2.61-3.40] = Moderate, 2. Disagree = [1.81-2.60] = low 1. Strongly Disagree = [1.00-1.80] = very low

Correlation between Communication and performance of NUDOR Projects

		Communication	Performance
Communication	Pearson Correlation	1	.408**
	Sig. (2-tailed)		.004
	N	48	48
Performance	Pearson Correlation	.408**	1
	Sig. (2-tailed)	.004	
	N	48	48

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

SPSS Results, 2022

Note: $r_s = 1$: Perfect Correlation, $0.9 \leq r_s < 1$: Strong Correlation (very high), $0.7 \leq r_s < 0.9$: High Correlation, $0.5 \leq r_s < 0.7$: Moderate Correlation, $r_s < 0.5$: Weak (low) Correlation, $r_s = 0$: Absence of Correlation (Saunders, 2003)

According to the above table, the results shows there is positive relationship between communication as an indicator of project management practices and performance of NUDOR projects considering the correlation value of 0.408, this means that at a certain level the effective communication influence the output of the NUDOR projects in positive manner and this was found to be statistically significant since the p-value or Sig. (2-tailed) equal to 0.004 which is below the significance level as it was tabulated by SPSS Version 23. The same results were almost found in the study titled “Importance of Communication in Project Management: A Case Study of Communication & Works Department Peshawar” in Pakistan where Fazaila et al (2019) found that communication plays an important role in project management. Communication combines and coordinates different areas of project management

phases. The findings of the study also illustrate that the communication skills of project managers and team members has a great impact on the project completion and its success.

Project planning regarding the implementation of NUDOR Projects

Statement	Mean	Std. Deviation	Comments
The objectives, targets and key performance indicators are set before launching the project	3.85	.899	High mean
The activities are coordinated in meaningful manne and every person involved knows his/her tasks	3.42	.739	High mean
Resources are mobilized early in order to avoid overestimation or underestimation of the budget	3.04	.743	Moderate mean
The planning process is detailed and utilized	2.79	.771	Moderate mean
The planning process support decision making duri project	3.00	.652	Moderate mean
Planning	3.2208	.46355	Moderate mean

Source: Primary data, 2022

Note: 5. Strongly Agree= [4.21-5.00] =very high, 4. Agree = [3.41-4.20] =high, 3. Not Sure = [2.61-3.40] =Moderate, 2. Disagree= [1.81-2.60] =low 1. Strongly Disagree= [1.00-1.80] = very low

Correlation between Project planning and performance of NUDOR Projects

		Planning	Performance
Planning	Pearson Correlation	1	.596**
	Sig. (2-tailed)		.000
	N	48	48
Performance	Pearson Correlation	.596**	1
	Sig. (2-tailed)	.000	
	N	48	48

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

SPSS Results, 2022

Note: rs = 1: Perfect Correlation, 0.9 ≤ rs < 1: Strong Correlation (very high), 0.7 ≤ rs < 0.9: High Correlation, 0.5 ≤ rs < 0.7: Moderate Correlation, rs < 0.5: Weak (low) Correlation, rs = 0: Absence of Correlation (Saunders, 2003)

According to the above table, the results show that there is a positive relationship between project planning practices and performance of NUDOR projects. This is explained by the correlation value of 0.596 which is interpreted as moderate one. This means that the project planning practices have a crucial role which could not be neglected while initiating the project. This was found to statistically significant on the significance value of 0.01 where the tabulated p-value was found to be 0.000.

The following studies help to confirm the great importance of project planning toward project performance: Nteziryayo (2015) in his study titled “Project Planning and Project Success in Rwanda”

Stakeholders’ involvement regarding the implementation of NUDOR Projects

	Mean	Std. Deviation	Comments
Stakeholders are adequately involved in designing and planning the activities of the project	3.35	.699	Moderate mean
Stakeholders participate in the organization’s meetings	3.12	.640	Moderate mean
Stakeholders’ feedback is sought for improvement	3.31	.803	Moderate mean
Stakeholders are allowed to participate in preparing timetable of the project activities	3.87	.733	High mean
The organization assigns clear responsibilities to stakeholders regarding project process	3.38	.815	Moderate mean
The results and the outputs of the project are communicated to the stakeholders	3.71	1.031	Moderate mean
Stakeholder involvement	3.456	.33598	Moderate mean

Source: Primary data, 2022

Note: 5. Strongly Agree = [4.21-5.00] = very high, 4. Agree = [3.41-4.20] = high, 3. Not Sure = [2.61-3.40] = Moderate, 2. Disagree = [1.81-2.60] = low 1. Strongly Disagree = [1.00-1.80] = very low

Correlation between stakeholder involvement and performance of NUDOR Projects

		Stakeholder involvement	Performance
Stakeholder involvement	Pearson Correlation	1	.392**
	Sig. (2-tailed)		.006
	N	48	48
Performance	Pearson Correlation	.392**	1
	Sig. (2-tailed)	.006	
	N	48	48

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

SPSS Results, 2022

Note: $r_s = 1$: Perfect Correlation, $0.9 \leq r_s < 1$: Strong Correlation (very high), $0.7 \leq r_s < 0.9$: High Correlation, $0.5 \leq r_s < 0.7$: Moderate Correlation, $r_s < 0.5$: Weak (low) Correlation, $r_s = 0$: Absence of Correlation (Saunders, 2003)

Table 4 13 shows the results on how stakeholders’ involvement is related to performance of NUDOR projects, it was found that there is positive relationship between stakeholders’ involvement and performance of NUDOR projects considering the correlation value of 0.392 which is positive. This was found to be statistically significant considering the tabulated p-value of 0.006 which is less than 0.01.

The influence of stakeholders’ involvement on project performance is not the particularity of this study, Cecilia et al (2020) in their study titled “Influence of Stakeholder’s Involvement on Project Performance; a Case Study Of Kenya Ferry Services” established that: involvement of stakeholders in project identification was found to significantly and positively relate to project performance; it was observed that organization respect for stakeholders concerns to be the highest influencing factor in project identification; involvement of stakeholders in project planning was found to significantly and positively relate to project performance, it was observed that involving stakeholders in decision making as the most influential factor; involvement of stakeholders in project monitoring was found to significantly and positively relate to project performance, it was observed that using of inspection list as standardized organization monitoring practices and setting baselines for stakeholder’s involvement in monitoring its activities are the most influential factor and lastly, it was established that involvement of stakeholders in project funding was found to significantly and positively relate to project performance, it was also observed that, involvement of stakeholder’s in resource allocation was observed to be influential.

Monitoring and evaluation regarding the implementation of NUDOR Projects

	Mean	Std. Deviation	Comments
Monitoring and evaluation practices are given sufficient time in order to get reasonable decision	3.85	.825	High mean
The mechanisms of monitoring met with the needs of beneficiaries as planned	3.31	.879	Moderate me
The project budget and scope met with deadline of project activities	3.69	.719	High mean

Team in charge of monitoring and evaluation has needed knowledge and their number is enough to evaluate all the activities of the project	3.69	.776	High mean
Data are constantly collected in order estimate the time by which the remaining tasks would take	3.19	.607	Moderate mean
The organization use effective software to evaluate and monitor the progress of project	3.46	.743	High mean
There is a determined period for undertaking evaluation of the project	3.65	.978	High mean
Monitoring and evaluation	3.548	.37185	Moderate mean

Source: Primary data, 2022

Note: 5. Strongly Agree = [4.21-5.00] = very high, 4. Agree = [3.41-4.20] = high, 3. Not Sure = [2.61-3.40] = Moderate, 2. Disagree = [1.81-2.60] = low 1. Strongly Disagree = [1.00-1.80] = very low

Correlation between monitoring and evaluation and performance of NUDOR Projects

		Monitoring evaluation	Performance
Monitoring and evaluation	Pearson Correlation	1	.601**
	Sig. (2-tailed)		.000
	N	48	48
Performance	Pearson Correlation	.601**	1
	Sig. (2-tailed)	.000	
	N	48	48

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

SPSS Results, 2022

Note: $r_s = 1$: Perfect Correlation, $0.9 \leq r_s < 1$: Strong Correlation (very high), $0.7 \leq r_s < 0.9$: High Correlation, $0.5 \leq r_s < 0.7$: Moderate Correlation, $r_s < 0.5$: Weak (low) Correlation, $r_s = 0$: Absence of Correlation (Saunders, 2003)

According to the above table, monitoring and evaluation is positively related to performance of NUDOR' projects where this is explained by the correlation of 0.601 which assume the positive value and this was found to be statistically significant considering the tabulated p-value of 0.000 which is below the significance level of 0.01. This means that monitoring and evaluation play a great role on performance of projects implanted by NUDOR.

Regarding the importance of monitoring and evaluation, in Nzayisenga et al (2022) in their study titled "Monitoring and Evaluation Practices and Performance of NGOs in Rwanda" they found The correlation between M&E budgeting and performance of BLF Programme was also significant, $r =$

0.439, $P < 0.01$, which is a moderate positive relationship. The correlation between M&E Planning and performance of BLF Programme was the least significant, $r = 0.196$, $P < 0.01$. Which is the positive weak relationship. The findings reveal that M&E best practices have a positive impact on the Performance of the BLF Programme.

To the first specific objective, it was found that there is positive relationship between communication as an indicator of project management practices and performance of NUDOR projects considering the correlation value of 0.408, this means that at a certain level the effective communication influence the output of the NUDOR projects in positive manner and this was found to be statistically significant since the p-value or Sig. (2-tailed) equal to 0.004.

To the second specific objective, it was revealed that there is a positive relationship between project planning practices and performance of NUDOR projects. This is explained by the correlation value of 0.596 which is interpreted as moderate one. This means that the project planning practices have a crucial role which could not be neglected while initiating the project. This was found to statistically significant on the significance value of 0.01 where the tabulated p-value was found to be 0.000.

To the third objective, it was revealed that there is positive relationship between stakeholders' involvement and performance of NUDOR projects considering the correlation value of 0.392 which is positive. This was found to be statistically significant considering the tabulated p-value of 0.006 which is less than 0.01.

Findings

To the third specific objective, it was revealed that monitoring and evaluation is positively related to performance of NUDOR' projects where this is explained by the correlation of 0.601 which assume the positive value and this was found to be statistically significant considering the tabulated p-value of 0.000 which is below the significance level of 0.01.

Conclusion

From the background of the study to the fourth chapter of the study the importance of project management practices toward performance of projects were illustrated and well explained. In fact project management as set of the activities combined with the skills of project staff play a great role in

the implementation of projects initiated by various organisms including NGOs which is the case study. Combining or the practices meaning, communication, project planning, involvement of stakeholders, and monitoring & evaluation, NUDOR as the case study could sustain and increase the number of beneficiaries and up bring the organization in the increase of trust among donors.

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