



EFFECT OF PROJECT PLANNING ON SUSTAINABILITY OF EDUCATION PROJECTS IN RWANDA: A CASE OF RWANDA EDUCATION ASSISTANCE PROJECT IN RWAMAGANA DISTRICT

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Abstract

This research was investigating the effect of project planning on sustainability of education projects in Rwanda, a case of Rwanda Education Assistance Project. This research achieved the following objectives: to evaluate the effect of project objective on project sustainability of Rwanda Education Assistance Project, to examine the effect of project design system to the project sustainability in Rwanda Education Assistance Project, to investigate the effect of activities identification to the project sustainability in Rwanda Education Assistance Project and to evaluate the effect of reporting system on project sustainability in Rwanda Education Assistance Project. The research also was compared two variables which are independents and dependents variables. This study was designed as a case study of Rwanda Education Assistance Project using the survey method; a case study was described as analysis of project planning on sustainability of education projects, the researcher acquired knowledge regarding the subject under review from in-depth exploration of single case. All the respondents from the population of Rwanda Education Assistance Project to respond to research questionnaires. The research used questionnaires to collect data, As far as this study was concerned, the population was comprised of respondents of Rwanda Education Assistance Project in different departments targeting 308 respondents. To describe target population of a study as the point of focus from which a generalization was made regarding the research findings. Thus a sample size was 174 respondents. The study adopted primary and secondary data to get all information needed in this study, the quantitative data was analyzed using descriptive and inferential statistics after running the data collected through the Statistical Package for Social Sciences. From the analysis and discussion of the result, it is undoubted that research question and objective of this research was clearly addressed. The strengths found in this research study were a strong positive relationship between the project planning factors which allows the project sustainability. The strong significant correlation exists

again between the project scope, budget plan and communication plan which allows for the project sustainability especially Rwanda Education Assistance Project in project short, medium and long term goals and the evaluation and comparison based only on the project sustainability. This implies that the budget plan and communication can help the project sustainability. Hence, when goals are not clearly identified, the whole project and team can suffer. When upper management cannot agree to or support undefined goals, the project in question typically has little chance of succeeding. The project manager must ask the right questions to establish and communicate clear goals from the outset. Scope Changes also known as scope creep should occur when project management allows the project's scope to extend beyond its original objectives. The competencies managers in educational projects should be thought of as an endogenous outcome of decisions that reflect the influence of project sustainability. The competencies managers that emerge, whether concentrated or diffuse, ought to be influenced by the project objectives, so that, as a result, there should be relation between variations in competencies managers and variations in success of the project. Therefore, from the research findings, this research recommended educational projects as follows; Educational projects, in order to attain sustainable project success should focuses on intellectual competency, managerial competency and emotional competency of educational projects for being aligned with risk management. The researcher recommended that all projects should concentrate on planning in order to evaluate their short, medium and long-term impact on sustainability; this is so because planning helps projects to know the environment in which they are operating and how to go about it.

Keywords: *Project planning, sustainability and education projects*

1. Introduction

Worldwide, project planning is very important in every activity, business sectors, private sectors as well as in public sector; its history is closely related to the history of project sustainability, as an important tool for the achievement of the projects (Basu, 2017). In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. According to Wiley and Sons (2005), a well-wrought strategic planning helps you to set priorities, acquire and allocate the resources needed to achieve your goals. It provides a framework for analyzing and quickly adapting to future challenges.

In China the project sustainability has increasingly been of importance to donors because there is a mounting pressure from domestic constituencies, to drastically reduce, or possibly halt foreign aid programs. At some point then, donor organizations may cease development cooperation with "third world" countries. Furthermore, donors also started to see that the aid being delivered in the past few decades gave few benefits to the recipient countries and that the benefits often ended with withdrawal of foreign assistance from the project or programme.(Brown, 2015).

United States of America, sustainable Project Management is the planning, monitoring and controlling of project delivery and support processes, with consideration of the environmental, economic and social aspects of the life-cycle of the project's assets, forms, deliverables and impacts, pointed at realizing benefits for partners, and performed in a straightforward, reasonable and moral way that incorporates proactive partner support, considering Maintainability in Venture Administration Processes. "A good way of making sure the project stays sustainable is to have that goal in mind from the beginning of the project"..

Wanders and expand organization take put in an environment that's broader than that of the expand itself. Seeing as all wanders are parcel of an organization's technique, there are components influencing its triumph, both internal and exterior. Those factors are either making a contrast it succeed or making it troublesome for a wander to have a positive result. Understanding them can offer help with organizing a wander and making past any question it remains "green". In much the same way a expand chief must alter taken a toll, arrange, and scope, a number of trade-offs must as well be made between the monetary, social, and common components including a extend. Venture executives more frequently than not because it were center on getting from an thought to an executed amplify, ignoring the long-term comes about of the wander. It is fundamental for them to start taking obligation for the project's comes almost as its influence

does not go missing once the amplify is done. The wander organization calling at sweeping got to development the Viable Progression Goals by making objectives, plans and setting them into sharpen in a given setting. A worldwide affiliation like IPMA can give the calling with its great hones (e.g. measures) and perceive the accomplishment of supportability in ventures, (Mansuri, 2016).

"African nations like Nigeria, Ghana and South Africa have an underdeveloped industrial and economic base such as their water supply, electrical systems, roads, railways, etc. massive funding is required to build each of these basic services to the levels of developed nations funding which they do not have". "Many African projects rely on assistance from the government and global projects looking to invest or facilitate projects in the region. And for a variety of reasons, many of these projects fail to fulfill the needs of the nation". "In order to facilitate their own economic development, African nations need to cultivate efficient project management practices and policies that will help them achieve their goal of sustainability,(Bamberger,2018)"..

For Kenya project planning is thought to emphasize project sustainability, improve project effectiveness and efficiency, bring inclusivity in development as well as build social capital and empower poor people as platform in the region. In addition it is to empower the governance as it ensures accountability (Duggal, 2015). Venture arranging is instrumental in having way better planned ventures were appeared the commitment of the partners, guaranteeing benefits reach the planning recipients which viability in terms of taken a toll, security and time are guaranteed. It too points at lessening frequencies of debasement and guaranteeing possession for evenhanded dispersion of extend benefits (Mansuri, 2016). Territorial Association for Asset Improvement (2009) contended that participatory improvement starts a handle of strengthening which empowers the project partners to require obligation in designing and actualizing their claim activities and within the handle this leads to venture maintainability. In the event that advancement is to be successful, the major project partners ought to be included by shaping venture usage committees to supervise the exercises of the different stages of the venture cycle counting but not restricted to start, arranging, budgeting and acquirement. For any development to be meaningful, planning by all interest groups is inevitable finally lead to sustainable development, (Mulwa, 2017).

In Rwanda, the provision of teaching materials and other infrastructural facilities provided by the Ministry of Education (MINEDUC) is a duty of varied stakeholders such as the Government, the parents, the sponsor, non-Governmental organizations (NGOs), other Governments, foundation, corporate society, and well-wishers (Koech,

2009). In March 2013, Rwanda's Ministry of Education formally launched the 26 projects supported by *Innovation Education project in Rwanda*. This will be a strong partnership between the governments of Rwanda and the United Kingdom. The goal was to increase the quality of education in Rwanda through innovation. The project on this side, Rwanda is one of the laureates for a grant. They will carry out a project that wants to improve the learning outcomes of basic education by strengthening the school in general, (MINEDUC, 2014).

The Government of Rwanda has put in place education as the pillar of everything's and allows project planning in its development issues, education inclusive. The rule of Rwanda Instruction Help Extend could be an interesting instructive show that bridges the hole between school and Rwanda Instruction Help Extend looks for to enable instruction to overcome post-genocide and post-colonialism conditions. The aims of the community development policy are to allow Rwandan population to analyse their environments, define collective problems, develop collective plans, implement the plans, contribute resources, monitor, and sustain the activities, (Ministry of Local Government, 2008).

Since June 2008, Rwanda Education Assistance Project, Inc. (REAP) a registered 501 organization in the United States and a locally registered non-profit in Rwanda has been working with rural public schools, the community, and the local government in Musha Sector of the Rwamagana District in Rwanda. Through a unique educational model that bridges the gap between school and community, REAP seeks to empower people to overcome post-genocide and post-colonialism conditions. Today, it is time to work towards a sustainable development; where everything possible should be done to ensure that all education projects can contribute to excellent performance of students as well as its

2. Review of Literature

The World Bank sees extend administration as the investigation and execution that takes put amid the whole extend life cycle, from the introductory stages of venture recognizable proof and examination through venture checking and assessment. Without viable administration, ventures and programs are improbable to meet their time, fetched, quality, and advancement goals. Extend victory is specifically connected to the adequacy of arranging, observing, and control at each organize of the life cycle, requiring a wide extend of useful abilities counting communication, arranging, money related administration, obtainment, chance and plan administration, checking, assessment, and quality and human assets administration, among others. Since the abilities and disciplines required to plan and oversee complex ventures require multifunctional teams of examiners, as a result ventures themselves are so differing (instructive educational programs advancement, resettlement of uprooted populaces, water system, interstate development, and so forward), a set of learning materials covering all the abilities connected at the diverse stages of the extend life cycle and custom fitted to the specificities of the different

sustainability. Poor planning was affecting negatively sustainability of feeding project for some schools and its strategic planning has taken a central point which affects its sustainability. According to (ADRA Report, 2016) One laptop per child project has failed to achieve its objectives due to poor planning.

Project planning has taken a central role to facilitate this. Rwanda Education Assistance Project, its capacity has embraced this so as to boost its sustainability. Most of government projects and private has project plans, but some of them have continuously not sustained as expected. The researcher investigated if the projects follow, Project objective, Project design, Activities identification and reporting system for their sustainability, (King, 2013). This research was evaluated project planning systems in public and private institutions, concluded the strong project planning team was needed for achievement of the project sustainability. This research was set therefore to assess the effects of project planning on project sustainability in Rwanda with reference of Rwanda Education Assistance Project.

The objectives of the paper are:

- i. To evaluate the effect of project objectives development on project sustainability of Rwanda Education Assistance Project;
- ii. To examine the effect of project design system to the project sustainability in Rwanda Education Assistance Project;
- iii. To investigate the effect of activities identification to the project sustainability in Rwanda Education Assistance Project;
- iv. To evaluate the effect of reporting system on project sustainability in Rwanda Education Assistance Project.

divisions, nations, and sorts of ventures, would be past the scope of any single curriculum, (Lucey, 2017).

Creating complex frameworks requires a heap of viewpoints and differences skill in project design system. All of these commitments must be organized and coordinated. Organization plan involves endorsing an organization structure that empowers specialized individuals and bunches to coordinate their work successfully. Within the final decade, concurrent designing and coordinates item advancement, (Lewis, 2015), actualized through the utilize of integrated product groups (IPTs), has guided organization plan in complex framework improvement ventures. IPTs bring cross-functional (teach) and upstream/downstream (process) agents to bear on the improvement of particular framework components. Numerous have battled to determine the characteristics of exceedingly successful IPTs and the circumstances in which IPTs ought to incorporate particular teach and handle representative relationships inside. Be that as it may, much less research has tended to the connections between IPTs. Yet, many organizational integration issues result from poor coordination between IPTs, and these

problems contribute altogether too decreased venture execution. A precise approach for considering these complications up front, as portion of organization plan, is lacking. Product groups, has guided organization plan, (Lewis, 2015).

Observation perceptions are getting to be progressively accessible, meaning the capacity to persistently observe an zone for long periods of time with different sensors. The sorts of investigation required for today's military and commercial security applications progressively include deciphering perceptions made over time. The sum of information that's accessible is overpowering the capacities of human examiners to misuse it all. Subsequently, tools are required to help the investigator in centering in on parcels of the information that contain exercises of intrigued. For case, a apparatus might alarm the examiner to the nearness of an movement of known intrigued, or an unusual action. The issue is unstructured, within the sense that there may be a awesome assortment of objects and on-screen characters within the scene, and the sorts of exercises that happen may not be known in progress. Some of the time the action of intrigued will be buried inside a foundation of other irrelevant exercises, (Hewitt, 2014). The past decade has seen an increase in the implementation of event reporting systems in high-risk in project. These systems are based on the assumption that the individual at the front line is privy to a wide range of information that remains unknown to the rest of the organization. Fueled by a report from the project suggesting that human error is responsible for an annual total of amount generated, the field of officers has seen a large increase in development and implementation of both mandatory and voluntary actions for reporting systems. Adding incentive to this movement, the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) stated that the development of either mandatory or voluntary reporting systems could, through the aggregation and analysis of data, result in a reduction of errors. Aviation, with its long history of reporting systems, has shown that these systems can yield previously unknown, safety-critical information for developing a proactive approach to managing human error, (Robinson, 2015).

Project sustainability is aimed at creating and successfully project that is capable of continuing to generate benefits for an extended period of time. This concept of feasible venture advancement sets that once the venture is propelled and starts to create a few the salaries, it is conceivable to proceed utilizing the same common approaches to permit the extend to proceed moving forward, providing those benefits for as long as fundamental. As portion of the method, the venture will regularly deliver assets that can be utilized in that continuous operation, making the extend worth the time and exertion to proceed, (Deprez, 2008). The particulars of extend maintainability will shift to some degree, depending on the nature of the venture itself. As a run the show, endeavors to construct maintainability into a project early on may be a great approach, since endeavoring to coordinated that sort of continuous advantage afterward on can be to some degree troublesome. This implies that

extend directors must be looking at not as it were the nuts and jolts of organizing a venture, but moreover the inevitable result and how the exertion can proceed to deliver comes about for a number of a long time. Another key component in venture maintainability is thought of the assets that are required for the exertion. This implies selecting assets that are likely to be accessible for the predictable future, minimizing the plausibility of undermining the extend once it is up and running, due to a need of fundamental materials. In numerous cases, this will cruel recognizing auxiliary sources of those materials or indeed substitutes that can be squeezed into activity in the event that circumstances justify a alter in handle. Staff management and officers refers to the project performance of the devolved government by ensuring strict adherence to project procedures, policies and guidelines. "Siemiatycki (2016) stated that, having an effective and performing management helps an organization to increase productivity through identifying high performers and motivating them to work harder". Performing management also ensures all corporate activities and projects are well coordinated towards achieving the set objectives and goals of the projects. Top management and officers ensure project performance by making citizens satisfied with the overall services provided by them through monitoring, quality service and timeliness service delivery. Allocation of resource theory was developed by Peteraf and Barney (2015). It is concerned with the discovery of how nations, corporate, entrepreneurs or individuals distribute financial resources through budget management process to attain financial goals. For corporate economic resource to attain sustained competitive advantage, it should have the following qualities: priceless, rare, imperfectly imitable and non-substitutable. This calls for use of budget management systems to allocate those scarce economic resources in government institutions (Anantadjaya, 2018).

The economic concept of resource allocation is an important area of study in an organization using the invisible hand theory. Under invisible hand theory, the allocation of resources is done through competition, supply and demand by individuals and corporate (Peteraf, 2014). "Corporates distribute financial resources through budgeting in their attempts to meet predetermined financial targets". Therefore, the allocation of resource theory, help organizations in allocating financial resources at their disposal through budget management system and financial resources help a project to sustain for long as well to achieve their goals.

Project planning is a plan, expressed in quantitative and usually monetary terms. It covers a specified period, usually a year. In the budget preparation phase of the management control process, each program's objectives are translated into terms that correspond to the spheres of responsibilities of the managers charged with implementing them. Thus, during the planning preparation phase, plans made in program terms are converted into responsibility terms. Even though both five management functions like staffing, organizing and leading are important, the research focus mainly on project planning

and controlling to assess how they do affect the outcome. This process of measuring project sustainability as well as its performance often requires the use of statistical evidence to determine progress toward specific defined organizational objectives. A lack of project planning management or poor planning can hurt an organization, (Foster, 2015).

The government has established structures for building through Rwanda development Board (RDB) a foundation for project planning on project sustainability in Rwanda. And it has created a well done, long-term reform strategy that informs all of the country's short-term development goals. The government has worked to meet the project planning for project sustainability by streamlining

3. Materials and Methods

The descriptive research design was used in this study as a way to facilitate a researcher to have a mixture of both qualitative and quantitative approaches. This is considered as a way to investigate how it was utilized to depict characteristics of a wonder to be examined Kumar (2011). The analyst was portrayed the circumstance or preparing detail. Thus, this study was used descriptive research design.

The total target masses was considered and expected to give out the information related to the objectives of the explore think approximately was based on participations of differing individuals in REAP who was composed of 308 employees in different departments and 174 respondents as sample size. As all population was sample size; therefore, be made of number the staff and employees of REAP respondents who was involved in interaction with

regulatory processes involved in starting every step in public and private sectors. Beyond undertaking legal and administrative reforms, the government has invested in training for professionals including specialist in project planning to ensure proper administration of the reforms for project sustainability. Recognizing the benefits of a diverse knowledge base, Rwanda need also imported technical expertise in project management from other countries, to replicate good practices and build capacity. And the government has involved the project planning in private sector in the reform process and maintained an open line of communication to keep owners of the project, citizens, civil society and other (RDB,2014).

researcher. Data collected was analyzed using descriptive statistics because the data obtained in this study was quantitative. According to (Quang and Hong, 2009), quantitative data are observations measured on a numerical scale. Results collect also entered into the statistical analysis. This analysis indicated variations of the response in the sample, response to the various questions and variations among different groups. Presentation of the results and findings were in terms of tables and graphs. Qualitative analysis techniques were used. The Qualitative analysis techniques were complemented with some statistics that was mainly obtained from the secondary data that was obtained through documentary analysis from the case study organization.

4. Results

4.1 Perceptions of the Respondents on project objective development on sustainability of REAP

Table 1: Perceptions of respondents on project objective development on sustainability of REAP

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
Setting goals and objectives for projects leads sustainability of Rwanda	Frequency	0	0	12	78	84	174	4.67	0.543
	Percentage	0%	0%	6.4%	44.8%	48.2%	100%		
Education Assistance Project	Frequency	0	6	20	78	70	174	4.43	0.725
	Percentage	0%	3.4%	11.4%	48.8%	40.2%	100%		
It's help to identify the destination and also provide a road map for getting positive results of REAP	Frequency	0	6	20	78	70	174	4.43	0.725
	Percentage	0%	3.4%	11.4%	48.8%	40.2%	100%		

Project objective brings sustainable innovation at REAP	Frequency	0	2	19	81	72	174		
	Percentage	0%	1.1%	10.9%	46.5%	41.3%	100%	4.21	0.966
Project objective brings competitive advantage and environmental policies and resources saving at REAP	Frequency	0	6	14	63	91	174		
	Percentage	0%	3.4%	8%	36.2%	52.2%	100%	4.28	0.872

SD = strongly disagree, D= disagree, N= Not sure, A= agree, SA= strongly agree.

Source: Primary Data (2022)

Table 1 for each indicator shows the percentage and frequency shows the mean and standard deviation of the responses elicited from the respondents. The findings show the extent for setting goals and objectives for projects leads sustainability of Rwanda Education Assistance. None of the respondents disagreed nor strongly disagreed to the fact of setting goals and objectives for projects leads sustainability of Rwanda Education Assistance. The neutral responses comprised of 12(6.4%), 78(44.8%) respondents agreed to the fact that setting goals and objectives for projects leads sustainability of Rwanda Education Assistance while 84(48.2%) strongly agreed that setting goals and objectives for projects leads sustainability of Rwanda Education Assistance, with a mean of 4.67 and standard deviation of 0.543 as shown. It was found that setting goals and objectives for projects leads sustainability of Rwanda Education Assistance.

It further depicts that 6(3.4%) of the respondents disagreed and were 20 (11.4%) neutral with the statement it's help to identify the destination and also provide a road map for getting positive results of REAP, 78(48.8%) agreed while 70(40.2%) strongly agreed, with a strong mean and standard deviation of 4.43 and 0.725

respectively. From the tables, 2(1.1%) of the respondents disagree to the project objective brings sustainable innovation at REAP, 19(10.9%) are neutral, 81(46.5%) of the respondents each agreed and 72(41.3%) strongly agreed that project objective brings sustainable innovation at REAP as shown in the table with a strong mean of 4.21 and standard deviation of 0.966 showing that they all have heterogeneous responses or varying perceptions and there is a very significant level of assessment by the use of project objective brings sustainable innovation at REAP.

Furthermore, none of the respondents strongly disagreed that there is not project objective brings competitive advantage and environmental policies and resources saving at REAP, while 6(3.4%) disagree that there is not project objective brings competitive advantage and environmental policies and resources saving at REAP. 14(8%) are neutral with the statement, 63(36.2%) agree and 01(52.2%) strongly agreed that there is a project objective brings competitive advantage and environmental policies and resources saving at REAP, with a mean of 4.28 and standard deviation of 0.872 which shows that there is a project objective brings competitive advantage and environmental policies and resources saving at REAP.

4.2 Perceptions of the Respondents on project design system to the project sustainability in REAP

Table 2: Perceptions of respondents on project design system to the project sustainability in REAP

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
Understanding the designing of system helps to prevent ambiguity, maintain consistency and branding at REAP	Frequency	0	0	0	76	98	174		
	Percentage	0%	0%	0%	43.6%	56.3%	100%	4.41	0.815
It's help to know mission and vision of project at REAP.	Frequency	0	9	9	75	81	174		
	Percentage	0%	5.1%	5.1%	43.1%	46.5%	100%	4.26	0.958

Project design system seeks to reduce negative impacts on the environment, and the health and comfort of building occupants at REAP	Frequency	0	0	7	78	89	174		
	Percentage	0%	0%	4%	44.8%	51.1%	100%	4.01	1.040
Project design system seeking for improvement to build performance of REAP	Frequency	4	6	14	90	60	174		
	Percentage	2.2%	3.4%	8%	51.7%	34.4%	100%	4.08	0.166

SD = strongly disagree, D= disagree, N= Not sure, A= agree, SA= strongly agree.

Source: Primary data (2022)

Table 2 for each indicator shows the percentage and frequency shows the mean and standard deviation of the responses elicited from the respondents.

The findings shows that the 174 respondents, table 4.6 show that 98(56.3%) strongly agreed and 76(43.6%) agreed that the understanding the designing of system helps to prevent ambiguity, maintain consistency and branding at REAP. None were neither neutral nor strongly disagreed to this fact and disagreed with the statement. Most of the respondents witnessed that there is a understanding the designing of system helps to prevent ambiguity, maintain consistency and branding at REAP with strong mean and standard deviation of 4.41 and 0.815 respectively, implies that there is understanding the designing of system helps to prevent ambiguity, maintain consistency and branding at REAP.

Most of the respondents also confirmed that it's help to know mission and vision of project at REAP as it can be seen from table 4.6 where 9 of respondents with (5.1%) are disagreed and neutral with the statements, 75 (43.1%) agreed and 81(46.5%) strongly agreed that it's help to

know mission and vision of project at REAP with strong mean and standard deviation of 4.26 and 0.958 respectively.

Project design system seeks to reduce negative impacts on the environment, and the health and comfort of building occupants at REAP 89(51.1%) are strongly agreed and agree 78(44.8%) all show that some of the respondents are neutral 7(4%) respectively. The strong mean and standard deviation of 4.01 and 1.040 respectively, further shows that most of the respondents where project design system seeks to reduce negative impacts on the environment, and the health and comfort of building occupants at REAP.

Also, 60(34.4%) strongly agreed and 90(51.7%) agreed that project design system seeking for improvement to build performance of REAP. The total number of respondents, 14(8%) were neutral to this, 6(3.4%) disagreed and 4(2.2%) strongly disagreed, with a response mean of 4.01 and standard deviation of 1.040. This shows that the respondents are all in line to this statement.

4.3 Perceptions of the Respondents on activities identification to the project sustainability

Table 3. Perceptions of respondents on activities identification to the project sustainability

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
It gives beneficiaries informations on the performance of the personnel involved	Frequency	0	0	18	64	92	174	4.26	0.855
	Percentage	0%	0%	10.3%	36.7%	52.8%	100%		
It's helps to organize and emphasize the importance or relevance of the task at hand	Frequency	0	10	16	60	88	174	4.22	0.039
	Percentage	0%	5.7%	9.1%	34.4%	50.5%	100%		
Activities identification affects a project's success are knowledge, preparation, organization, leadership, teamwork and timeliness	Frequency	0	5	14	80	75	174	4.01	0.126
	Percentage	0%	2.8%	8%	45.9%	43.1%	100%		

Its one of the factors is

equally critical to the successful outcome of any worthy undertaking, and all should be taken seriously	Frequency	3	4	10	70	87	174	3.90	0.062
	Percentage	1.7%	2.2%	5.7%	40.2%	50%	100%		

Source: Primary data (2022)

Table 3 for each indicator shows the percentage and frequency shows the mean and standard deviation of the responses elicited from the respondents.

The findings shows that the 174 respondents, that 90(52.8%) strongly agreed and 64(36.7%) agreed that it gives beneficiaries information on the performance of the personnel involved, 18(10.3%) neutral and none of strongly disagreed to this fact and disagreed with the statement. The strong mean and standard deviation of 4.26 and 0.855 respectively, implies that REAP gives beneficiaries information on the performance of the personnel involved.

Most of the respondents also confirmed that REAP helps to organize and emphasize the importance or relevance of the task at hand as it can be seen where 60 (34.4%) agreed and 88(50.5%) strongly agreed that REAP helps to organize and emphasize the importance or relevance of the task at hand, 10 of respondents with 9.1% are neutral the statement while 10 of respondents with 5.7% are disagree. The strong mean and standard deviation of 4.22

4.4 Perceptions of the Respondents on reporting system on project sustainability in REAP

Table 4. Perceptions of Respondents on reporting system on project sustainability

Indicators		SD	D	N	A	SA	Total	Frequency	
								Mean	SD
Develop the information to be communicated at REAP.	Frequency	0	6	0	89	79	174	4.71	0.526
	Percentage	0%	3.4%	0%	51.1%	45.4%	100%		
Communicate the results and evaluate the results of communication at REAP.	Frequency	0	5	5	73	91	174	4.54	0.696
	Percentage	0%	2.8%	2.8%	41.9%	52.2%	100%		
Develop a strategy for expanding the successful features of the project in REAP.	Frequency	0	2	10	72	90	174	3.77	1.264
	Percentage	0%	1.1%	5.7%	41.3%	51.7%	100%		
Assist the beneficiaries to organize themselves into self-run	Frequency	1	2	3	95	73	174	3.78	1.166
	Percentage	0.5%	1.1%	1.7%	54.5%	41.9%	100%		

and 0.039 respectively, implies that REAP helps to organize and emphasize the importance or relevance of the task at hand.

Activities identification affects a project's success are knowledge, preparation, organization, leadership, teamwork and timeliness 75(43.1%) are strongly agreed and agree 80(45.9%) all show that some of the respondents are neutral on 14 (8%) and 5(2.8%) are disagreed respectively. The strong mean with standard deviation 4.01 and 0.126, further shows that activities identification affects a project's success are knowledge, preparation, organization, leadership, teamwork and timeliness.

Also, 87(50%) strongly agreed and 70(40.2%) agreed that its one of the factors is equally critical to the successful outcome of any worthy undertaking, and all should be taken seriously, 10(5.7%) were neutral to this, 4(2.2%) disagreed and 3(1.7%) strongly disagreed, with a response mean of 3.90 and standard deviation of 0.062. This shows that the respondents are all in line to this statement.

groups and organizations at REAP.

Source: Primary data (2022)

Going by table 4, none of the respondents strongly disagreed or were neutral on develop the information to be communicated at REAP, 6(3.4%) of the respondents disagree, 89(51.1%) agree while 79(45.4%) strongly agreed that develop the information to be communicated at REAP. The mean and standard deviation from the table is 4.71 and 0.526 respectively showing that the responses are heterogeneous and strong. This goes further to show that the respondents are adequately.

From table 4.8, none of the respondents strongly disagreed with the statement, but 5(2.8%) disagreed, 5(2.8%) is neutral with the statement, 73(41.9%) agreed that communicate the results and evaluate the results of communication at REAP while 91(52.2%) strongly agreed with a strong mean of 4.54 and standard deviation of 0.696 as seen from table 4.8.

None of the respondents strongly disagreed with the statement. Out of the 174 respondents, from tables 4.8, 2(1.1%) are disagreed with the statement, 10(5.7%) are neutral with the statement, 72(41.3%) agreed to this and 90(51.7%) strongly agreed with a strong mean of 3.77 and standard deviation of 1.264 which implies that a small percentage of the respondents confirm the statement.

So from tables, 1(0.5%) of the total of 174 responses showed that they strongly disagreed that assist the beneficiaries to organize themselves into self-run groups and organizations at REAP. Also 2(1.1%) disagreed and are also 3 (1.7%) are neutral to this, while 95(54.5%) agreed and 73(41.9%) strongly agreed that assist the beneficiaries to organize themselves into self-run groups and organizations at REAP with the mean responses of 3.78 and standard deviation of 1.116.

4.5. Correlations between project planning and sustainability of education projects

Table 5: Correlations between project planning and sustainability of education projects

		Project planning		Sustainability of education projects
Spearman's rho	project planning	Correlation Coefficient	1.000	.993*
		Sig. (2-tailed)	.	.000
		N	174	174
	Sustainability of education projects	Correlation Coefficient	.993*	1.000
		Sig. (2-tailed)	.000	.
		N	174	174

*. Correlation is significant at the 0.05 level (2tailed).

Multiple linear regression analysis was carried out to found out the effect of the independent variables (project planning) on the dependent variable (sustainability of education projects). Multiple Linear regressions were computed at 95 percent confidence interval to establish the relationship between independent variables and dependent variables. Based on the model summary, the coefficient of determination (R squared) shows the overall measure of strength of association between independent and dependent variables.

Table 6: Model Summary on project planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.612	.603	.748

a. Predictors: (Constant), Project planning

The study results in table 6 show that project planning have statistically significant effect on sustainability of education projects with a positive coefficient of determination of 0. 612 indicate that there is a positive correlation between independent values and dependent value.

Table 7: ANOVA Test on project planning

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	116.600	4	29.15	66.72	.000 ^b
	Residual	73.841	169	.437		
	Total	190.441	173			

- a. Dependent Variable: Sustainability of education projects
 b. Predictors: (Constant), project objectives development, project design system, activities identification and reporting system.

As indicated in the table above the F-test value was 66.72 with significance value of .000 at 5% level of significance. Since the p-value obtained was less than 0.05, the F-test was significant hence the conclusion that the regression model was good.

Table8: Regression coefficients on project planning

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.849	.612		1.388	.166
<i>Project objective development</i>	.376	.107	.103	3.514	.000
<i>Project design system</i>	.243	.102	.124	2.383	.028
<i>Activities identification</i>	.267	.084	.234	3.178	.000
<i>Reporting system</i>	.491	.132	.161	3.719	.000

a. Dependent Variable: Sustainability of education projects

5. Discussion

The results from Table 8 indicated that project objective development has a positive and significant effect on sustainability of education projects by REAP ($\beta_1 = 0.376$; $t = 3.514$; $p\text{-value} < 0.05$). This means that 1% change in project objective development leads to an increase of 0.376% change in sustainability of education projects by REAP. The results again indicated that there is a positive and significant effect of project design system on sustainability of education projects by REAP ($\beta_2 = 0.243$; $t = 2.383$; $p\text{-value} < 0.05$). This means that 1% change in project design system; it leads to at least 0.243% increase change in sustainability of education projects by REAP.

6. Recommendations

From the analysis and discussion of the result, it is undoubted that research question and objective of this research was clearly addressed. The strengths found in this research study were a strong positive relationship between the project planning factors which allows the project sustainability. The strong significant correlation exists again between the project scope, budget plan and communication plan which allows for the project sustainability especially REAP in project short, medium and long-term goals and the evaluation and comparison based only on the project sustainability. This implies that the budget plan and communication can help the project sustainability. Hence, when goals are not clearly identified, the whole project and team can suffer. When upper management cannot agree to or support undefined goals,

The results again indicated that activities identification has positive and significant effect of sustainability of education projects by REAP ($\beta_3 = 0.267$; $t = 3.178$; $p\text{-value} < 0.05$). This means that 1% change in activities identification leads to at least 0.267% change in sustainability of education projects by REAP. Findings revealed that reporting system has positive and significant effect on sustainability of education projects ($\beta_4 = 0.491$; $t = 3.719$; $p\text{-value} < 0.05$). This means that 1% change in reporting system leads to at least increase of 0.491% in sustainability of education projects by REAP.

the project in question typically has little chance of succeeding. The project manager must ask the right questions to establish and communicate clear goals from the outset.

Scope Changes also known as scope creep should occur when project management allows the project's scope to extend beyond its original objectives. However, the weaknesses found in this research study were as follow: the risk management plan is not related to explain project success because is no longer significant to any of project sustainability model success factors. Through research objective and questions which wanted to address the anxiety on the relationship between project planning and project sustainability, this research concluded that, there is a positive and relationship between project planning and

project sustainability. Out of this, there are still improvements necessarily toward project sustainability though the following recommendations are envisaged. The competencies managers in educational projects should be thought of as an endogenous outcome of decisions that reflect the influence of project sustainability. The competencies managers that emerge, whether concentrated or diffuse, ought to be influenced by the project objectives, so that, as a result, there should be relation between variations in competencies managers and variations in success of the project. Therefore, from the research findings, this research recommended educational projects as follows; Educational projects, in order to attain sustainable project success should focus on intellectual competency, managerial competency and emotional

competency of educational projects for being aligned with risk management. The researcher further recommends that the government of the republic of Rwanda should help in motivation based organizations to know the benefits of planning through different organized planning among other Joint action forum. Leaders in various projects should ensure that they manage project in the best ways that are able to lead and sustainability. The researcher recommended that all projects should concentrate on planning in order to evaluate their short, medium and long-term impact on sustainability; this is so because planning helps projects to know the environment in which they are operating and how to go about it.

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