

data was collected using questionnaires and interview guide. The findings showed that project failed to meet deadline and budget at 21%. The researcher elaborated that ineffective project sponsor caused project to delay at 15% while inadequate monitoring and evaluation, poor communication and lack of accountability for project managers led the failure of project at 47%. Lastly, poor collaboration and inconsistency project governance key groups responsibilities caused project poor performance at 17%. The study advised project governance key groups responsibilities to perform their groups responsibilities adequately to enhance performance of public project and the managers need to play their groups responsibilities effectively due to they are the center of project governance key groups responsibilities.

Gasemagha and Kowang (2021) examined the role of project manager responsibilities in project management success in Malaysia. The study's goal was to determine the relationship between project manager and project success. The study was purely quantitative and information was gathered using questionnaire. Data was gathered from 83 respondents and analyzed quantitatively by means of SPSS version 23.0. According to the study's findings, 81.6% of respondents believe that a project manager must have certain skills in order to influence project performance, such as knowledge of project management tools and techniques, project team member skill evaluation and job distribution, and project activity planning. The study discovered a positive relationship between project manager competencies and experience and project performance, with a correlation coefficient of 0.792.

Project Steering Committee responsibilities and Public Project Performance

Sabina (2018) examined the impact of steering committee configuration and decisions on public project performance in Pakistan. The study used a qualitative research approach to explore the steering committee factors that affect the performance of the project. The information was gathered from project steering committee members and project managers. Findings showed that 82.7% of respondents reported that project steering committee play an important role in the execution of the project. Findings also indicated that 78.9% of respondents reported that the existence of project steering committee responsibilities in Pakistan has brought a positive effect on the public project performance. The project success in Pakistan depended on the variables such as steering committee configuration and steering committee processes.

Thomas and Martin (2018) assessed the impact of project steering committee responsibilities on public project performance and the steering committee role in creating value from project management capabilities were investigated. A case study analysis was used in the study to evaluate the specific function of the project steering committee and to analyze the configurations. The interviews were used to gather information from project senior managers and managers. 68.7% of respondents claimed that project steering committee responsibilities are very rare and they only exist when the context defines and clarify them. Results of the research also showed 83.6% of respondents indicated that project steering committee plays a crucial role in selecting, initiating, defining and controlling of the project. Moreover, 72.3% of respondents reported that project steering committee is very helpful in maintaining and implementing standards of project management.

The study concluded that project steering committee are instrumental for achieving value from an institutions investment in its project management system and support project performance.

Furthermore, Lechlerr and Cohen (2019) investigated the role of project steering committee (PSC) responsibilities in project realization. The objective of the study was to discover how project steering committees' responsibilities creates project value and how project steering committees' impact on project performance. The research employed cross-sectional research design and primary data were gathered from 102 project team members by means of a questionnaire and analyzed quantitatively using SPSS version 21.0 software. The results of the research indicated 91.7% of respondents revealed that steering committee influence project performance through provision of advice on the budget, identifying project priorities and participating in project monitoring and evaluation. Findings of the study also indicated that project there is a positive relationship between project steering committee responsibilities and project performance on correlation coefficient of 0.872. The study recommended that project steering committee should be involved in project activities to promote project success.

Theoretical Framework

Public Policy Theory

Public policy theory was proposed by Friedrich Mason (1940). According to them, public policy theory refers to the proposed course of action of a government, a person or group of people in order to achieve the set goals or objectives. It also describes how the organization must be managed to achieve expected results/output or outcomes.

According to this theory, for public projects to achieve intended goals and objectives, governments must develop policies to address political issues, economic and social issues. Anderson (2016) argued that mechanism used by the governments to develop important processes and techniques in order to address social problems within a particular situation are referred to as public policies. This theory is relevant to our study due to the fact that performance of public projects requires public policies to guide project implementation. It assumed that government project team members must be willing to work hard to achieve the project objectives.

Coherent Framework theory

The research guided by the coherent framework theory developed by Vann (1992). According to him, a practical and structural approach should assist in project governance. The theory helps in determining the logic of projects elements/components and to measure the performance. Aune (2015) claimed that by adopting the coherent framework theory, project designers are able to start thinking about the performance measurement and outlines strategies and criteria for the success in planning. This provides a lot of energy to the process from the start of the project design thus the implementation is consistent with the performance measurement by knowing the indicators that show how the project works at the time of implementation.

This theory is applicable to our study as the project governance team should be guided by a coherent structure in order to achieve the project goals and objectives.

Social theory

Further, the research guided by social theory which plays a big role in social interaction. The theory is considered as an instrument for program design, needs assessment and provision of information (Donaldson & Preston, 2005). The theory was chosen due to the fact that the study focuses on the relationship between project governance components and project performance. There must be effective collaboration between project governance team members in all project activities for project performance. Project governance team members should be accountable for all project activities in all stages of life cycle of the project to achieve project objectives.

RESEARCH METHODOLOGY

The research methodology describes the procedures and techniques that the research adopted during the process of data collection and analysis. It generally describes the research approach and design, research instruments, population and sample size, data analysis techniques and ethical issues.

Research Design

The suitable research design for this study was descriptive and correlational research design and the study employed qualitative and quantitative methods, through quantitative approach research used frequencies, percentages, mean, standard deviation, correlational and regression analysis.

Target Population

The target population of the research was 16 project staffs, 90 employees of service providers from MTN, Airtel, Canal Box, Broadband System Corporation, Korea Telecom Rwanda Networks and Liquid company while 38 beneficiaries from Kimironko Primary School, Kagugu Health Centre and Gisozi Sector therefore total was 148 participants.

Sample Size and sampling technique

The sample size calculated using Slovin's formula

$n = N / 1 + N (e^2)$ where, N= Population size n= Sample size and e^2 = Margin of error (or) confidence interval where the standard margin of error is equal to 5% for 95% confidentiality

By applying above formula, the sample size becomes

$$n = 148 / 1 + 148(0.05)^2 = 108 \text{ respondents}$$

The researcher used purposive sampling to find people with sufficient skills and knowledge about the impact of project governance key groups, responsibilities and performance of the Rwanda Information Society Authority's One Government Network Project.

Data Collection Instruments

In this study, questionnaire instrument used to collect quantitative data while qualitative data gathered using interview guide. The questionnaire made of three main parts; questions seeking background information of respondents, questionnaire items seeking information on independent variables and questions seeking information on dependent variables.

Data Analysis

The next step after data collection is data analysis and presentation. Analysis of quantitative data performed using statistical package for social sciences software (SPSS) Version 25.0 and presented in form of tables. On the other hands, qualitative data collected using interviews analyzed using content analysis and thematic analysis and presented in form of words. Multiple regression analysis also performed in order to establish the relation between variables and respond to the research hypothesis.

FINDINGS AND DISCUSSIONS

The section below describe the responses from collected questionnaires based on specific objectives of the study.

Table 1: Responses on effect of project sponsor responsibilities on performance of OGN

Project sponsor responsibilities	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Mean	St. Dev.
Capability of project sponsor in defining project requirement influence project performance	79 (73.15%)	28 (25.9%)	1 (0.9%)	0 (0.0%)	0 (0.0%)	4.72	.470
The project sponsor's assistance to the project manager improves project performance.	47 (43.5%)	61 (56.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	4.44	.498
The project sponsor is a key group member in defining project performance criteria in order to optimize project performance.	47 (43.5%)	58 (53.7%)	0 (0.0%)	3 (2.8%)	0 (0.0%)	4.38	.637
Project sponsor's behavior and decisions influence project performance	76 (70.4%)	31 (28.7%)	1 (0.9%)	0 (0.0%)	0 (0.0%)	4.69	.483
Project sponsor participates in financing project to enhance performance of project	60 (55.6%)	47 (43.5%)	1 (0.9%)	0 (0.0%)	0 (0.0%)	4.55	.519
Project sponsor provides	68	17	23	0	0	4.42	.822

adequate resources to the project team to boost project performance (63.0%) (15.7%) (21.3%) (0.0%) (0.0%)

Source: Field data, August 2022

The results in Table 1 show that almost all the respondents agreed with statement about effect of project sponsor responsibilities on performance of OGN, whereby 73.1% of all respondents strongly agreed and 25.9% of all respondents also agreed that the capacity of project sponsor in defining project requirements influences project performance. Furthermore, the majority of the respondents confirmed that the project sponsor’s assistance to the project manager improves project performance; therefore 43.5% of all respondents strongly agreed and 56.5% also agreed. Moreover, most respondents confirm that the project sponsor is a key group member in defining project performance criteria in order to optimize project performance, through which 43.5% of all respondents responded with strongly agreed and 53.7% responded with agree. Besides, a significant number of the respondents confirmed that the project sponsor’s behavior and decisions influence project performance, such that 70.4% of all respondents strongly agreed and 28.7% also agreed.

Meanwhile, the predominance of the respondents confirmed that the project sponsor participates in financing the project to enhance the performance of the project in which 55.6% of all respondents strongly agreed and also 43.0% agreed. Lastly, a lot of respondents proven that the project sponsor gives the project team enough resources to improve project performance whereby 63.0% of all respondents strongly agreed and 15.7% agreed. The findings are in agreement with the study conducted by Malek and Hawsah (2020) who conducted a study to assess the impact of project sponsor decisions on public project performance in Egypt. According to the study's findings, 74.6% of respondents said the project sponsor's level of support influences project performance; 23.2% said the decision to set an unrealistic project deadline influences public project performance; and 34.8% said the decision to request a low budget for the project influences project performance.

One of interviewed respondents stated that “ I was able to verify that our project sponsor bears ultimate responsibility for this project’s outcomes, as it is they who offer the necessary direction and resources. they ensure long-term viability and effective implementation”. The researcher revealed that majority of respondents strongly agree and agree on the statement about the effect of project sponsor responsibilities on the performance of one government network (OGN) project in the Rwanda Information Society Authority. The findings are supported by a very high mean of 4.72, 4.44, 4.38, 4.69, 4.55 and 4.42 respectively for the statements, as strong evidence of the existence of the fact.

Table 2: Responses on effect of project manager responsibilities on performance of OGN

Project manager responsibilities	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Mean	St. Dev.
Project manager competencies and skills influence project performance	85 (78.7%)	22 (20.4%)	1 (0.9%)	0 (0.0%)	0 (0.0%)	4.78	.439
The project manager's ability to manage project teams has an impact on project performance.	70 (64.8%)	37 (34.3%)	1 (0.9%)	0 (0.0%)	0 (0.0%)	4.64	.502
The ability of a project manager to use project management tools and techniques has an impact on project performance.	70 (64.8%)	36 (33.3%)	2 (1.9%)	0 (0.0%)	0 (0.0%)	4.63	.522
Planning and evaluation project activities implemented by project manager contributes to the project performance	62 (57.4%)	46 (42.6%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	4.57	.497

Interaction between project manager with other project key stakeholders influence project performance	49 (45.4%)	59 (54.6%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	4.45	.500
Project manager experience influence project performance	58 (53.7%)	50 (46.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	4.54	.501

Source: Field data, August 2022

The results in Table 2 show that almost the respondents agreed with the statement effect of project manager responsibilities on performance of OGN, whereby 78.7% of all respondents strongly agreed and 20.4% of all respondents also agreed that project manager competencies and skills influence project performance. Furthermore, the majority of the respondents confirmed that the project manager's ability to manage project teams has an impact on project performance; therefore, 64.8% of all respondents strongly agreed and 34.3% also agreed.

Moreover, most respondents confirm that the ability of a project manager to use project management tools and techniques has an impact on project performance, which 64.8% of all respondents strongly agreed with and 33.3% responded with agree. Besides, a significant number of the respondents confirmed that planning and evaluation project activities implemented by the project manager contributed to the project performance, such that 57.4% of all respondents strongly agreed and 42.6% also agreed. Meanwhile, the predominance of the respondents confirmed that interaction between the manager and other project key stakeholders influences project performance, which 45.4% of all respondents strongly agreed and also 54.6% agreed. Lastly, a large number of respondents mentioned that the experience of the project manager affects the performance of the project, with 53.7% of all respondents strongly agree and 46.3% agreed on mentioned statement. The results are consistent with Rajani (2017) who conducted a research in India to examine the role of project manager responsibilities in improving the public project performance. The findings of the research showed that 73.9% of respondents indicated that the performance of the project was largely influenced by the good project management practices. An interviewee stated that “ *Mangers of OGN project are responsible for everything from ensuring stakeholders satisfaction to build a team that can carry out the project's vision and achieve its goal*”. The majority of respondents strongly agree or strongly agree with the statements about the effect of project manager responsibilities on the performance of one government network (OGN) project in the Rwanda Information Society Authority. The findings are supported by a very high mean of 4.78, 4.64, 4.63, 4.57, 4.45 and 4.54 respectively for the statements, indicating that the fact exists.

Table 3: Effect of project steering committee responsibilities on performance of OGN

Project steering committee responsibilities	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Mean	St. Dev.
Advice provided by project steering committee on the use of budget influence project performance	46 (42.6%)	61 (56.5%)	0 (0.0%)	1 (0.9%)	0 (0.0%)	4.41	.548
Participation in selection of priorities by steering committee influence project performance	61 (56.5%)	45 (41.7%)	0 (0.0%)	2 (1.9%)	0 (0.0%)	4.53	.603
Identification and monitoring of risk by steering committee influence project performance	64 (59.3%)	42 (38.9%)	1 (0.9%)	0 (0.0%)	1 (0.9%)	4.56	.616
Support and guidance provided by steering committee influence project performance	63 (58.3%)	44 (40.7%)	1 (0.9%)	0 (0.0%)	0 (0.0%)	4.57	.515

The existence of project steering committee influence project performance	68 (63.0%)	39 (36.1%)	1 (0.9%)	0 (0.0%)	0 (0.0%)	4.62	.506
Participation of steering committee in selection, initiation, definition and controlling of project enhance project performance	71 (65.7%)	33 (30.6%)	2 (1.9%)	1 (0.9%)	1 (0.9%)	4.59	.670

Source: Field data, August 2022

The results in Table 3 show that almost all the respondents agreed with the statement about effect of project steering committee responsibilities on performance of OGN, whereby 42.6% of all respondents strongly agreed and 56.5% of all respondents agreed that advice provided by the project steering committee on the use of budget influence project. Furthermore, the majority of respondents confirmed that participation in the selection of priorities by the steering committee influences project performance; therefore, 56.5% of all respondents strongly agreed and 41.7% also agreed.

Moreover, most respondents confirmed that identification and monitoring of risk by the steering committee influence project performance, which 59.3% of all respondents responded with strongly agreed and 38.9% responded with agree. Besides, a significant number of respondents confirmed that support and guidance provided by the steering committee influence project performance, such that 58.3% of all respondents strongly agreed and 40.7% agreed. Meanwhile, the predominance of respondents confirmed that the existence of a project steering committee influences project performance, which 63.0% of all respondents strongly agreed and 30.6% agreed. Respondents proved that participation of steering committee in selection, initiation, definition and controlling of projects enhances project performance, whereby 65.7% of all respondents strongly agreed and 30.6% agreed. The results are not far for Sabina (2018) who examined the impact of steering committee configuration and decisions on public project performance in Pakistan. Findings showed that 82.7% of respondents reported that project steering committee play an important role in the execution of the project. Findings also indicated that 78.9% of respondents reported that the existence of project steering committee responsibilities in Pakistan has brought a positive effect on the public project performance.

In interviewee, the respondent stated that *“The people on the steering committee are usually in positions of power within the organization. This gives them access and the credibility to negotiate solutions to tough problems that could affect the project”*. The majority of respondents agree or strongly agree with the statements about the effect of project steering committee responsibilities on the performance of one government network (OGN) project at the Rwanda Information Society Authority. The findings are supported by a very high mean respectively for the statements which are 4.41, 4.53, 4.56, 4.57, 4.62 and 4.59 indicating the existence of the fact.

Table 4: Correlation matrix between governance key groups responsibilities and project performance

		PP	PSR	PMR	PSCR
PP	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	108			
PSR	Pearson Correlation	.693**	1		
	Sig. (2-tailed)	.000			
	N	108	108		
PMR	Pearson Correlation	.715**	.668**	1	
	Sig. (2-tailed)	.000	.000		
	N	108	108	108	
PSCR	Pearson Correlation	.683**	.635**	.721**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	108	108	108	108

Source: Field data, August 2022

PP: Project Performance, PSR: Project Sponsor Responsibilities, PMR: Project Manager Responsibilities and PSCR: Project Steering Committee Responsibilities

Table 4 shows the correlation between variables under the study. The results indicated $p=0.000<0.05$ with a Pearson correlation coefficient of 0.693. This indicates that there is a significant moderate relationship between project sponsor responsibilities and the performance of one government network (OGN) project in the Rwanda Information Society Authority. The results are in line with Breese and Turner (2020) who conducted study on project sponsor responsibilities in improving public project performance in Bangladesh. The findings indicated that project sponsors play a significant role in promoting public project performance at 78%. Hence, they concluded that the public project's performance is greatly influenced by the project sponsor's guidance, support, and provision of resources.

Correlation results indicate a probability value of 0.000 that is less than significant level (0.05) and a Pearson coefficient of 0.715 indicating that project manager responsibilities are highly correlated with the performance of One Government Network (OGN) project in Rwanda Information Society Authority. The results show the correlation between variables under the study. The findings supported by Gasemagha and Kowang (2021) who examined the role of project manager responsibilities in project management success in Malaysia. The study discovered a positive relationship between project manager competencies and experience and project performance, with a correlation coefficient of 0.792.

The results indicated $p=0.000<0.05$ with a Pearson correlation coefficient of 0.683. This indicates that there is a significant moderate relationship between project Steering committee responsibilities and the performance of one government network (OGN) project in the Rwanda Information Society Authority. The results are in line with Lechlerr and Cohen (2019) who investigated the role of project steering committee (PSC) responsibilities in project realization. Findings of the study also indicated that project there is a positive relationship between project steering committee responsibilities and project performance on correlation coefficient of 0.872.

Table 5: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	-3.676	3.719		-.988	.325
1 Project sponsor responsibilities	1.308	.347	.320	3.765	.000
Project Manager responsibilities	1.041	.304	.324	3.426	.001
Project Steering committee responsibilities	.792	.293	.246	2.701	.008

a. Dependent Variable: Project performance

Source: Field data, August 2022

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: Y = Project performance

β_i ; $i=1,2,3$ = The coefficients representing predictors variables.

B_0 = The Y intercept

X_i ; $i=1, 2, 3$ = Values-of the various independent (Covariates) variables

ϵ = the error term which is assumed to be normally distributed with mean zero and constant variance, X_1 : Project sponsor responsibilities, X_2 : Project Manager responsibilities, X_3 : Project Steering committee responsibilities.

Table 5 on regression equation shows that project performance will always depend on a constant factor of -3.676 regardless of the existence of other determinants. The other variables explain that; every unit increase in project sponsor responsibilities will increase performance of one government network (OGN) by a factor of 1.308. Every unit increase in project manager responsibilities will increase performance of one government network (OGN) by a factor of 1.041. Every unit increase in project steering committee responsibilities will increase performance of one government network (OGN) by a factor of 0.792.

It showed that project sponsor responsibilities ($p=0.000<0.05$), manager responsibilities ($p=0.001<0.05$) and project Steering committee responsibilities ($0.008<0.05$) are statistically significant to increase performance of one government network (OGN) project in the Rwanda Information Society Authority. Hereby, researcher rejected the hypothesis (Ho1) stated that Project sponsor responsibilities have no statistically significant effect on performance of one Government Network (OGN) Project in Rwanda Information Society Authority. The second hypothesis (Ho2): Project manager responsibilities have no statistically significant effect on performance of one Government Network (OGN) Project in Rwanda Information Society Authority was rejected. Also the researcher rejected the third hypotheses (Ho3) stated that Project steering committee responsibilities have no statistically significant effect on performance of one Government Network (OGN) Project in Rwanda Information Society Authority.

Conclusion

Results showed that the objectives of the study had been achieved and all null hypotheses had been rejected, It means that there is statistically significant effect of project sponsor responsibilities, project manager responsibilities and project steering committee responsibilities on performance one Government Network (OGN) Project in Rwanda Information Society.

Recommendations

- The project managers of One Government Network (OGN) project should act as servant leaders to guide the team through all stages of the project.
- It has been suggested that OGN strengthen its project management tools and techniques in order to achieve high-level outcomes.
- Rwanda Information Society should keep putting its attention on planning and evaluation in order to find unexpected risk and figure out how to solve problems that may come up with the project.
- The project team must keep track of the steering committee' progress and hold each member responsible until the project is completed.
- The steering committee and the project team should pull apart while things are going smoothly and congregate contentiously when issues arise.

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