



Project management processes and performance of Rwanda urban development project (RUDP)

Sharon Mutesi¹, Dr. Eugenia Nkechi Irechukwu²

- 1. School of Business and Economics, Mount Kenya University, Kigali Campus.**
- 2. School of Business and Economics, Mount Kenya University, Kigali Campus.**

ABSTRACT

This research project assessed and analyze the effect of project management processes on the performance of government projects in Rwanda. This study uses a questionnaire and interviews for data collection distributed to 64 employees of the Rwanda Urban Development Project. This study exclusively uses quantitative analysis. The research findings revealed that the Rwanda Urban Development Project followed all project management processes and about 73.4%, 85%, 54.6% and 67.1% of respondents agreed that planning, implementing, controlling and evaluation respectively contributed to the Rwanda Urban Development Project performance and the correlation coefficients are strongly positive, confirming hypotheses that the Rwanda Urban Development Project has followed all identified phases of project management processes. Furthermore, the results from regression analysis are also in line with the respondents 'views that the planning, implementing, controlling and evaluation processes with the following estimated value of respective coefficients 0.004, 0.357, 0.282, 0.1 and 0.058 had strengthened the Rwanda Urban Development Project. All coefficients are positive and highly significant, indicating that there is a strong positive effect of planning, implementing, controlling, and evaluating on Rwandan Urban Development project performance. Furthermore, the results from regression analysis are also in line with the respondents 'views that the planning, implementing, controlling and evaluation processes with the following estimated value of respective coefficients 0.004, 0.357, 0.282, 0.1 and 0.058 had strengthened the Rwanda Urban Development Project. All coefficients are positive and highly significant, indicating that there is a strong positive effect of planning, implementing, controlling, and evaluating on Rwandan Urban Development project performance. The implication of the findings suggests that the project management processes are effective tools for achieving the success of a project. Thus, effective project management processes should have to be given great attention since they are the main driving force for the success of a project.

Keyword: *Project, management, processes, performance, urban, development, Rwanda*

I. INTRODUCTION

Worldwide, the project management process is known as a managerial process for the planning, control, administration, or execution of a project. This cycle starts after the endorsement by the client, depends on the agreement, and is focused on the underlying upsides of the interaction and the overall administration of a project. The objective of venture executives on a development project is without a doubt to enhance projects by conveying fruitful undertakings as far as concurred project objectives. Generally, project management literature suggests that project management processes are geared towards the delivery of successful projects (Zulu & Brown, 2007).

Since the beginning of project management 40 years ago, the idea of tasking the executives has acquired notoriety in both the private and public sectors (Crawford & Helm, 2020). While private institutions seem to be more knowledgeable in using project management practices (Morris, Pinto, & Jonas, 2012), the state is opposing the latter setting (Rosacker & Olson, 2010), credibly because of the disparity between the two areas. Because of Western governments' interest in public foundation changes, project executives were dragged into the public eye (Baranskaya, 2007).

In Kenya, the research revealed that various stakeholders, including the community members who may be the beneficiaries, the government agencies, donors, and reporting agencies, are influenced by the degree of participation of stakeholders in various activities through the project's processes (Demirkesen & Ozorhon, 2017). Stakeholders can participate in the activities of the projects through the formulation of goals and objectives, decision-making, and general consultation. Most projects start well but end up failing because of the failure to involve stakeholders in the activities that are undertaken (Pretorius, 2017).

In Rwanda, the main purpose of the Urban Development Project for Rwanda is to provide access to essential framework and improve metropolitan administration in chosen metropolitan focuses of the taking part locale. There are four parts to the venture, the first part being an arrangement of a fundamental framework in optional urban communities. This part will uphold the arrangement of essential foundations in the six auxiliary urban areas to upgrade day-to-day environments for occupants and backing Drove. Qualified ventures are those that are straightforwardly under the command of the region states like streets, seepage, strong waste administration, and sanitation. The second component is the updating of Kigali's spontaneous settlements. This part will uphold the updating of a 86 ha spontaneous settlement in Nyarugenge Locale, containing four cells (Rwampara, Kiyovu, Biryogo, and Agatare), situated in the CoK's most established neighborhood, close to the Central Business District (CBD). The third component is the specialized help for supportable metropolitan administration. This part gives specialized help (TA) to the six locales to reinforce their ability for metropolitan administration by zeroing in on four critical needs for accomplishing reasonable metropolitan turn of events: building serious urban areas by establishing the empowering climate for Drove; supporting for overseeing metropolitan foundation; working on metropolitan preparation and key decision making through the use of Geographic Information System (GIS); and capacity working for increasing metropolitan redesigning. Notwithstanding warning administrations, the part will fund the arrangement of hardware, programming, and related merchandise as necessary. Finally, the fourth part is the help for project management (World Bank, 2020). However, the projects, be they government projects, private projects, or NGO projects, usually encounter many problems in developing countries. Since projects are mostly initiated to rise authoritative capacities, fulfill new needs, acknowledge new open doors, or conquer the provokes looked because of extremely continuous changes in the association's current circumstance, then almost certainly, issues could happen during the execution of the undertaking. Most issues connected with Project performance cycle, for example, arranging related issues and execution delay, misjudgment of task return, and unfortunate labor nature of ventures were viewed as a measurably critical reason for project disappointments to meet their objectives (Lemma, 2014).

In addition, urbanization in Kigali and other urban areas in Rwanda has not generated productivity gains from the agglomeration economies seen in other growing cities. The project was to manage the growth of unplanned settlements in the target cities and provide access to basic infrastructure. The project would also strengthen local management capacity to deliver the burgeoning demand for urban services. Therefore, this research will seek to analyze the project management processes and performance of government projects in Rwanda.

This research addressed the following specific objectives:

- i. To analyze the effect of project planning on the performance of the Rwandan urban development project.
- ii. To assess the effect of project implementation on the performance of the Rwandan urban development project.
- iii. To assess the effect of project control on the performance of the Rwandan urban development project.
- iv. To assess the effect of project evaluation on the performance of the Rwandan urban development project.

II. LITERATURE REVIEW

Project management is the process of utilizing knowledge, instruments, skills, deliverables, and techniques to successfully guide a project from conception to completion while ensuring that all project goals are met at the specified time and within the given constraints. In simpler terms, it is the process of managing a project from start to finish to ensure the goals are met in due time. To do this, the manager needs to know what the project goals are, how they can be achieved, how long it will take the manager to achieve them, what resources are needed to achieve them, and how to overcome possible obstacles that might be experienced throughout this framework. Project management provides a structure and simplifies what may appear to be a complex process. Project management is one of the main skills demanded by institutions around the world (Stellingwerf & Zandhuis, 2013). As such, it has become one of the fastest-growing professions in the world (Prabhakar, 2008).

The project has been well-defined, and the project leadership has been appointed; you are prepared to enter the second phase in the project management life cycle: the detailed project planning phase. Project planning is vital to the project life cycle and tells everyone involved where you are going and how you're going to get there. The planning phase is when the project plans are recognized, the project deliverables and necessities are defined, and the project schedule is created (Tomas, 2011).

The project planning phase is frequently the most challenging phase for a project manager, as the company needs to make an educated guess about the staffing, resources, and equipment needed to complete the project. The goals of the project planning cycle are to: create business requirements; establish a schedule, cost, list of deliverables, and delivery dates; create resource plans; obtain management approval; and proceed to the next phase (Collyer & Warren, 2009).

The execution comprises the processes utilized to comprehensive the work defined in the project plan to accomplish the project's requirements. The execution process involves organizing resources and people, as well as assimilating and performing the project activities following the project plan. The main results of Project performance are the deliverables of the project, and producing these was the responsibility of the project staff who was working on the project plan.

Monitoring and controlling contain monitoring execution of project so that potential challenges can be identified rapidly and corrective action is taken as indispensable. Monitoring and controlling comprise measuring the ongoing project activities and the project variables (cost, effort, scope, etc.) against the project plan and the project performance baseline. It then identifies what needs to be done to get the project back on track. Throughout any project, the scope may change either as the result of compulsory design alterations, differing site conditions, material accessibility, contractor-requested changes, value engineering, and effects from third parties, to name a few (Mulwa, 2008)

Project Controls are a professional function not widely recognized as a set of specialized skills in their own right. They are a purpose that is critical to attaining fruitful project and program outcomes, i.e., bringing required benefits to cost, time, and performance. For this portal, the field of Project Controls is defined as data gathering, data management, and analytical processes.

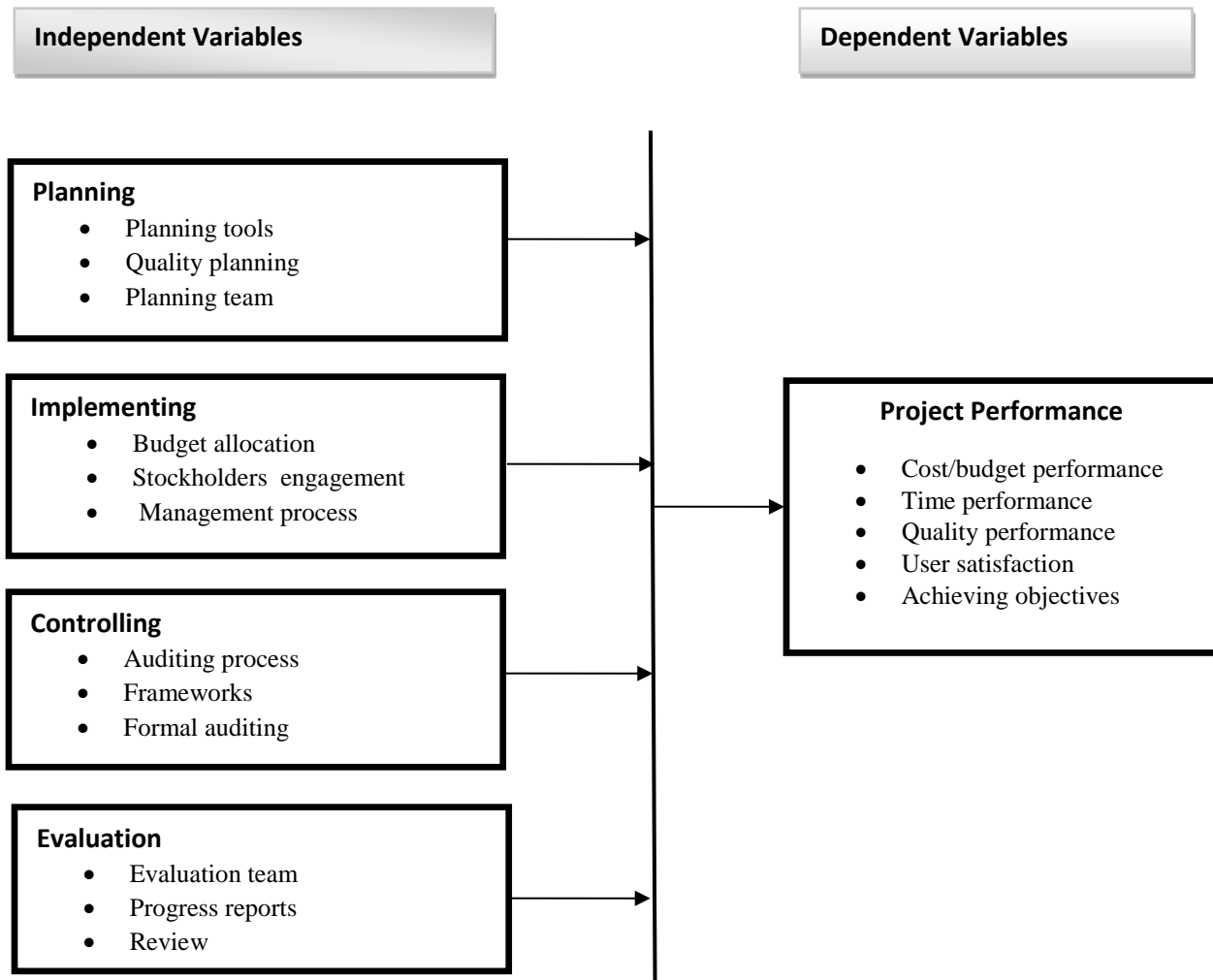
A project manager will need to emphasize tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance. Organization of people is probably one of the most challenging areas as they can be unpredictable and come into conflict with one another. The level of their assurance can go up or down, and some may even decide to leave the project before it is finished. (Bernroider & Edward, 2011).

Managing Communication with Project Stakeholders: the reason for this interaction is to keep the different partners educated on the advancement of the venture. This is finished by the interchanges plan made inside the arrangement correspondence process. **Managing the Project's Providers:** This is the most common method of receiving provider responses, selecting a provider, and granting an agreement. It might have to happen on various occasions if there are different agreements, and for each example, it will incorporate giving the bid bundle to a possible provider, assessing a potential provider's proposition, and lastly choosing the triumphant proposal (Widianingsih, McLaren, & McIntyre-Mills, 2017). To sum up, these processes aim to get the work done efficiently and effectively so that the project remains on target concerning the scope and the agreed objectives. This phase is where most of the tasks are carried out and where products and deliverables are put up, gathered, created, and constructed. It is also here that team development takes place and procurement occurs (Paddock, 2013).

Project evaluation is a regular and objective assessment of an ongoing or completed project. The aim is to regulate the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact, and sustainability. Evaluations also feed lessons learned into the decision-making process of the project stakeholders, including donors and national partners. A project is accountable for achieving outcomes and contributing to development impact. Since the achievement of broad, long-term development changes depends on many factors, it is usually not possible to attribute impact to one project. All outcomes of a project should contribute to the intended impact (Funnel, 2016).

The execution of the undertaking is viewed as a cause of stress to both open and confidential section clients. Generally, the execution of endeavors is dependent on the execution of execution (Munns & Bjeirmi, 2010). Project performance is a perceptible issue in expanded movement everywhere in the world. The most notable determinants of endeavors shown to be recognized by inquisitive about a bunch are: broaden mission, top organization reinforce, expand plan/plan, client board, staff, and advancement to help the endeavor; client affirmation; noticing and analysis; channels of correspondence; exploring skills. Sixty-three venture execution implies the models, both emotional and quantitative, against which an endeavor is decided to be fruitful (Turner, 2007).

Figure 1: Conceptual Framework



Source: Researcher, 2021

The conceptual framework indicates the relationship between the project management process and project performance. It is a symbolic representation of concepts and their relationships. In this conceptual framework of the research, the independent variable, the project management process consisting of four development views viewed as subcomponents, is considered to affect project execution. My suggestion, assuming something turns out badly with the venture, the executive's interaction or is definitely missing, project execution is adversely impacted, and the opposite is valid. This suggests that movements of every kind of undertaking the board interaction ought to be pretty much as dependable as conceivable, so long as important data on how the task is advancing is provided.

III. MATERIALS AND METHODS

The target population consisted of 64 respondents, which include 56 employees of the Rwanda urban development project and 5 senior managers as well as 3 staff from Kigali City representing the beneficiaries of the project. Data collection tools were questionnaires and interviews distributed to 64 employees of the Rwanda Urban Development Project. The study exclusively uses quantitative analysis. The data was collected and analyzed using the Statistical Packages for Social Sciences (SPSS) Version 23, in the processing and analysis of data that informed the presentation of findings, analysis, and interpretation. The researcher employed a universal sampling technique (census) since the whole population eligible to participate in this research was not up to 100. The sample size of this research was 64 staff.

IV. RESULTS AND DISCUSSIONS

Project planning

Providing support and strengthening project planning will also play a key role in ensuring that the planning team adds value to the organization's operations (Naidoo, 2011). The researcher asked the respondent to state their views on the project planning tools in the Rwanda Urban Development project; the result was summarized in table 4.2.

Table 1 Respondents' agreement on the strength of project planning process

Strength of project planning	Strongly agree		Agree		Total		Mean	Standard Deviation
	F	%	F	%	F	%		
Do you think planning tools contribute to the performance of RUDP?	17	26.5	47	73.4	64	100	4.80	0.40
Would you say that quality planning in all aspects and processes achieves RUDP performance?	43	67.1	21	32.8	64	100	4.16	0.36
Do you think that providing support and strengthening of planning team also play a key role in the performance of RUDP?	11	17.1	53	82.8	64	100	4.67	0.48

Source: Primary data (2022)

The results in Table 1 indicated following the question that was asked by the researcher to evaluate the perception of respondents regarding the strength of the planning tools as the factor in the performance of the project, it was revealed that all respondents agreed and strongly agreed with the question in this research. The question included; providing support and strengthening the planning tools are signs of good performance, where 26.5% of total respondents strongly agreed with the question, and 73.4% of total respondents agreed with question.

67.1% of total respondents strongly agree that quality planning should indeed aspire to achieve quality in all aspects and processes to achieve project performance, and 32.8% of total respondents agree with the

question. Lastly, 17.1% of total respondents strongly agree that providing support and strengthening the planning team will also play a key role in ensuring that the planning team adds value to the organization's operations, and 82.8% of total respondents agree with the question.

From the result in table 4.2, it is clear that the Rwanda Urban Development project strengthens the planning process because, in all questions relating to the planning process, all respondents agree upon them, as evidenced by means ranging from 4.80, 4.16 to 4.67, respectively. It is clear that apart from the mean of 4.2, which indicates a high mean, all other means are at the level of very high. The high level of mean indicates that there is strong evidence of the existence of the fact.

The result is in line with Naidoo (2011), who asserted that providing support and strengthening the planning tools is a sign of good performance. Providing support and strengthening the planning process also play a key role in ensuring that, the planning team adds value to the organization's operations. A motivated team usually achieves high performance. This implies that the more a team is strengthened, the better the performance and value addition to the organization. Interestingly Pretorius et al. (2012) observed that there was no significant association between the maturity of quality management practices in project management organizations and the results of the projects that they produce. Nevertheless, it is the view of the researcher that planning should indeed aspire to achieve quality in all aspects and processes, including the quality planning team, to achieve project performance.

Project implementation

Most organizations are likely to have less implementation for the project management process. The researcher asked the respondents to give their views regarding the project implementation in the Rwanda Urban Development project, and the result was summarized in table 2.

Table 2 Respondents' agreement on project implementation

Project implementation	Standard Agree		Agree		Undecided		Total		Mean	Standard Deviation
	F	%	F	%	F	%	F	%		
	Project resource allocation contributes to the success of RUDP	55	85.9	9	14.0	0	0	64		
Stakeholders' engagements positively affect the performance of RUDP	43	67.1	21	32.8	0	0	64	100	4.57	0.41
Project implementation process accelerates RUDP performance	25	39.0	29	45.3	10	15.6	64	100	4.62	0.49

Source: Primary data (2022)

In table 2, 85.9% of total respondents strongly agree that resources allocation contributes to the success of the Rwanda Urban Development project, and 14.0% of total respondents agree with the statement, 67.1% of total respondents strongly agree that the stakeholder's engagements provide a clear and adequate provision for project management process events and 32.8% of total respondents agree with the statement. Also, 39.0% of total respondents strongly agree that the project management process is delineated within

the overall project implementation to give the implementation function the due recognition it plays in the project running, 45.3% of total respondents agree with the statement, and 15.6% of total respondents remained undecided with the question which poses a serious problem in terms of selection of measures on the performance.

However, the project implementation is effective as a large number of respondents agreed with the statement related to project implementation, as evidenced by the mean ranging from 4.95, 4.57, and 4.62, respectively. Since all the mean in these findings is above 4.3, it is enough to understand that there is evidence of the existence of the fact. The results were confirmed by The study of Gyorkos (2013), who noted that improved control of activity costs, better management of implementation, improved planning of activities, better implementation of activities, more efficient resource allocation, and project implementation of the project schedule contribute towards project performance.

Project controlling

Projects require different controlling needs depending on the operating context, implementing agency capacity, and donor requirements. It is, therefore, important when preparing a project plan to identify methods, procedures, and tools to be used to meet the project controlling needs (Chaplowe, 2008).

The researcher asked the respondents to give their views regarding the controlling tools and techniques in the Rwanda Urban Development project, and the results were summarized in table 3.

Table 3 Respondents' agreement on controlling

Controlling tools and techniques	Standard Agree		Agree		Undecided		Total		Mean	Standard Deviation
	F	%	F	%	F	%	F	%		
	Do you believe that controlling processes contribute to the performance of RUDP?	23	35.9	35	54.6	6	9.3	64		
The logical framework contributes to the performance of the RUDP project	13	20.3	35	54.6	18	28.1	64	100	4.38	0.49
The formal survey enhances RUDP project performance	25	39.0	34	53.1	5	7.8	64	100	3.62	0.39

Source: Primary data (2022)

As pointed out by the respondents in table 3 about the level of respondents' agreement on controlling processes, 35.9% of total respondents strongly agree with the question which is the applicability of result logical framework to controlling processes in the Rwanda Urban Development project, 54.6% of total respondents agree with the statement, and 9.3% of total respondents remained undecided with the question relating to the formal survey, 20.3% of total respondents strongly with the question relating to the applicability of the logical framework to controlling processes, 54.6% of the total respondents agree with the statement and 28.1% remained undecided with the question.

Lastly, 39.0% of total respondents strongly agreed with the question related to the applicability of formal survey processes, 53.1% of total respondents agreed with the statement, and 7.8% of total respondents remained undecided on this question. However, the result in table 4.7 indicated that a large number of

respondents agreed with the question related to the selection of tools and techniques, as evidenced by the mean ranging from 4.57, 4.38, and 3.62, respectively. Since all the mean in these findings is above 4.2, it is enough to understand that there is evidence of the existence of the fact. The results are in line with Daft (2014), who indicated that project control plays an important role in project performance.

Project evaluation

The researcher asked the respondents to give their views regarding the evaluation process of the Rwanda Urban Development project, and the result was summarized in table 4.5.

Table 4 Respondents' agreement on the strength of project evaluation

Project evaluation	Strongly agree		Agree		Total		Mean	Standard Deviation
	F	%	F	%	F	%		
Providing support and strengthening the evaluation team increased the performance of RUDP	17	26.5	47	73.4	64	100	4.80	0.40
Quality reporting in all the aspects of the process achieves RUDP performance	43	67.1	21	32.8	64	100	4.16	0.36
Do you agree that review processes play a key role in the performance of RUDP?	11	17.1	53	82.8	64	100	4.67	0.48

Source: Primary data (2022)

Table 4 shows us that 26.5 % strongly agree with providing support and strengthening the evaluation team, and 47% agree with a mean of 4.8 and standard deviation of 0.4. For the project evaluation system to lead to effective project success, the project evaluation system must be known and implemented by all project staff. Again, 67.1% and 32.8% respondents strongly agreed that Quality reporting in all aspects of the process builds on the existing systems of the partner agencies with the harmonization of evaluation and dissemination practices and outputs to meet goal requirements with a mean of 4.16 and standard deviation of 0.36. A review process to integrate the more formal, data-oriented side commonly associated with the task of project evaluation together with informal evaluation and communication. Seeing project evaluation as integrated support to those involved in project implementation requires: creating project evaluation processes that lead to clear and regular learning for all those involved in project strategy and operations, understanding the links between project evaluation and management functions, using existing processes of learning, communication, and decision-making among stakeholders as the basis for project-oriented project evaluation. This question was answered by 17.1% and 82.8% respondents who agreed that review processes play a key role in the performance of RUDP with a mean of 4.67 and standard deviation of 0.48

Project performance

Project performance was operational to be measured by completion time, cost or budget, project quality, user satisfaction, and achievement of objectives. The respondents were required to indicate the level of agreement concerning each attribute as associated with independent variables.

Table 5 : Evaluation of project performance

Project performance	VLE	LE	MHE	HE	VHE	Total %	Mean	SD
To what extent do you agree that the cost/budget management captures aspects of the performance of RUDP?	12.3	15.9	19.6	26.8	25.4	100	4.80	0.40
To what extent do you think time is the main measurement of the performance of RUDP?	3.6	7.9	15	46.4	27.1	100	4.67	0.48
To what extent do you believe that project quality would be considered a key performance indicator of RUDP?	0.7	6.4	7.9	34.3	50.7	100	5.42	0.53
To what extent do you ascertain that users are satisfied with the RUDP?	4.3	5.7	15	35	40	100	4.53	0.43
To what extent do you agree that RUDP achieves its objectives?	5.7	7.1	30.7	25	31.4	100	4.74	0.45

**VLE-Very low extent LE – Low extent MHE-Moderately high extent HE-High extent VHE- Very high extent*

Source: Primary data (2022)

The result in Table 5 shows that 26.8% of the respondents reported project the cost/budget management was influenced to a high extent by the aspects of the performance of the Rwanda Urban Development Project. Secondly, 46.4% reported that time is the main measurement of the performance of the project. 50.7% reported that the project quality would be considered as a key performance indicator to a very high extent by the attributes, and 30.7% were influenced to a moderately high extent. This is in line with various scholars based on delivery of all or most of what it said it would (the scope); delivery of scope on schedule and/or within the agreed budget; delivery to the expected quality standards; achievement of project objectives; and most importantly the creation of significant net value for the organization after the project completion. The project costing provides a clear and adequate provision for project management process events. The project management process budget can be delineated within the overall project costing to give the project management process function the due recognition it plays in the project running.

V. DISCUSSION

This study mainly assessed and analyze the effect of project management processes on the performance of government projects in Rwanda. After the analysis interpretation of the data; from the findings, it was found that the Rwanda Urban Development project strengthened the planning tools, and the team contributed to the performance of the project because to all questions relating to the planning process, all respondents agreed upon them as evidenced by mean ranging from 4.80, 4.16 to 4.67 respectively. It is clear that apart from the mean of 4.16, which indicates a high mean, all other means are at the level of very high. The high level of mean indicates that there is strong evidence of the existence of the fact.

On the effect of project implementation on the performance of the Rwandan urban development project. The study found that a large number of respondents agreed with the questions relating to budgetary allocation, as evidenced by the mean ranging from 4.95, 4.57, and 4.62, respectively. Since all the mean in these findings is above 4.3, it is enough to understand that there is evidence of the existence of the fact. In this research, 39.0% of total respondents strongly agree that the project management process is delineated within the overall project implementation to give the implementation function the due recognition it plays in the project running, 45.3% of total respondents agree with the statement, and 15.6% of total respondents remained undecided with the question which poses a serious problem in terms of selection of measures on the performance.

The study revealed that 35.9% of total respondents strongly agreed with the question, which is the applicability of the result logical framework to controlling processes in the Rwanda Urban Development project, 54.6% of total respondents agreed with the statement and 9.3% of total respondents remained undecided about the question relating to the formal survey, 20.3% of total respondents strongly with the statement relating to the applicability of the logical framework to controlling processes, 54.6% of the total respondents agree with the statement and 28.1% remained undecided with the question.

Lastly, 39.0% of total respondents strongly agreed with the question related to the applicability of formal survey processes, 53.1% of total respondents agreed with the question, and 7.8% of total respondents remained undecided on this question. The results on the controlling tools and techniques are in line with Daft (2014), who indicated that controlling processes contribute to the performance of the project.

Regarding the effect of project evaluation on the performance of the Rwandan urban development project, 26.5 % strongly agree with providing support and strengthening the evaluation team, and 47% agree. For the project evaluation system to lead to effective project success, it must be known and implemented by all project staff. Quality reporting in all aspects and processes builds on the existing systems of the partner agencies with the harmonization of evaluation and dissemination practices and outputs to meet goal requirements. A review process integrated the more formal, data-oriented side commonly associated with the task of project evaluation together with informal evaluation and communication. Thus, creating project evaluation processes that lead to clear and regular learning for all those involved in project strategy and operations; understanding the links between project evaluation and management functions; and using existing processes of learning, communication, and decision-making among stakeholders as the basis for project-oriented project evaluation, all of which finally contribute to the performance of the project.

With project performance, the result shows that 26.8% of the respondents reported project completion time was influenced to a high extent by the strength of the monitoring team, budgetary allocation, evaluation plan, and selection of tools and techniques. Secondly, 46.4% reported that it had a high extent on the same. 50.7% reported that project quality was influenced to a very high extent by the attributes, and 30.7% were influenced to a moderately high extent.

With the relationship between project management process and project performance, the findings, indicated that there is a positive correlation above 0.5 between all project management processes and project performance, which is an indication that there is a strong positive relationship between project management processes and project performance. The findings confirm that there is a significant relationship between the project management processes and project performance. Furthermore, findings from regression analysis to regression analysis also are in with the response from the respondents, whereby the empirical findings showed that the Rwanda Urban Development Project had been strengthened by the planning, implementing, and controlling, as well as evaluation project as indicated by the regression analysis with the following coefficients 0.004, 0.357, 0.282, 0.1 and 0.058 respectively. All coefficients are highly significant. The positive signs of coefficients indicated that there is a strong relationship between planning, implementing, controlling, and evaluating on Rwandan Urban Development project performance in Rwanda.

VI. CONCLUSION

There is a strong positive effect of planning, implementing, controlling, and evaluating on Rwandan Urban Development project performance. Furthermore, The implication of the findings suggests that the project management processes are effective tools for achieving the success of a project. Thus, effective project management processes should have to be given great attention since they are the main driving force for the success of a project. When at least 50% of project management processes are implemented, there is a high probability of projects becoming successful since all project management processes have a positive correlation coefficient above 0.5. Moreover, from the results of the survey analysis.

ACKNOWLEDGEMENTS

I am very grateful to the Almighty God for giving me the strength and the gift of life to go through this demanding but rewarding exercise. The completion of this research was recognized through the will of God and the contribution and support of many people who wholeheartedly supported me. I want to express my profound gratitude and deep regard to my supervisor Dr. Eugenia Nkechi Irechukwu for her exemplary guidance, valuable feedback, and unceasing encouragement throughout this research progress. I would also like to recognize and appreciate respondents from Rwanda Urban Development Project and Kigali City for the required data that was provided to me and for responding to my questions; without their cooperation, this proposal would not be successful. In the end, I would like to recognize all of my friends and colleagues from Mount Kenya University who supported me and incited me to strive toward my goal.

REFERENCES

- 1] Baranskaya, A. (2007). *Project management in public administration of transitional countries*. . Moscow State University.Russia.
- 2] Bernroider, M., & Edward, W. (2011). *IT project management control and the Control Objectives for IT and related Technology (CobiT) framework*. International Journal of Project Management.
- 3] Collyer, S., & Warren, C. (2009). *Project Management Approaches for Dynamic Environments*. International Journal of Project Management.
- 4] DuBrin, A. (2010). *Principles of Leadership, 6th ed., Australia*. South-Western/Cengage.
- 5] Funnel, R. (2016). *Gower Handbook of Project Management 4th Edition*. Project Management.
- 6] Gibson, E., & Pappas, M. (2003). *Starting smart: key practices for developing scopes of work for facility projects*. Washington, DC: National Academies Press.
- 7] Morrow, G. (2006). *Managerial Creativity: A Study of Artist Management Practices in the Australian Popular Music Industry*. Unpublished Ph.D. thesis, Macquarie University. Sydney, Australia.
- 8] Mulwa, F. (2008). *Demystifying participatory community development (4th ed.)*. Nairobi,Zapf Chancery Publishers.
- 9] Munns, B., & Bjeirmi, H. (2010). *Overview Success Criteria and Critical Success Factors in Project Management*. Industrial Engineering & Management.
- 10] Munns, H., & Bjeirmi, B. (2010). *Project Management Success Factor*. Procedia Engineering 196:607-615.
- 11] Paddock, R. (2013). *The Prediction of Stakeholder participation in Project Execution on Completion of Urban Roads Transport Infrastructure Projects*. Journal of Sustainable Development.
- 12] Prabhakar, G. (2008). *Project and their management: A literature review*. International Journal of Business and Management, 3(9), 3–10.
- 13] Pretorius. (2017). *Project management maturity and project management success in the engineering and construction industries in Southern Africa*. South African Journal of Industrial Engineering 23(3):1-12.
- 14] Rosacker, K., & Olson, D. (2010). *Public sector information system critical success factors,transforming government: People, Process and Policy*, Vol. 2 No. 1, pp. 60-70.
- 15] Stellingwerf, R., & Zandhuis, A. (2013). *ISO 21500 guidance on project management: A pocket guide*. London, UK: Van Haren Publishing.

- 16] Tomas, J. (2011). *Motivation theory in research on agile project management*. A systematic literature review.
- 17] Widianingsih, I., McLaren, H., & McIntyre-Mills, J. (2017). *Decentralization, participatory planning, and the Anthropocene in Indonesia, with a case example of the Berugak Dese, Lombok, Indonesia*. Balancing individualism and collectivism.
- 18] World Bank. (2020). *Local and Regional Competitiveness Project*.
- 19] Zulu, S., & Brown, A. (2007). *Impact of Project Management on Performance: A Structural Equation Modelling Approach*. Proceedings of the ARCOM 23rd Annual Conference, University of Ulster, Belfast, 3-5 September 2007, ARCOM.

AUTHORS

First Author- Sharon Mutesi, School of Business and Economics, Mount Kenya University, Kigali Campus.

Third Author- Dr. Eugenia Nkechi Irechukwu. School of Business and Economics. Senior Lecture, Mount Kenya University, Kigali