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Abstract

The researcher aimed to highlight the effect of project management practices on project Performance. Effective project management is a key strategic capability that allows organizations to bridge the gap between project Performance and their business goals. The general objective of this study was to assess the effect of project management practices on the Performance of the USAID Soma Umenye project. The study was guided by three research objectives namely: to examine the effect of project scope management on the Performance of the USAID Soma Umenye project; To explore the effect of effective stakeholder management on the Performance of the USAID Soma Umenye project; and to assess the effect of project human resource management on the Performance of USAID Soma Umenye project. This research adopted correlative study design. The study focused on the USAID Soma Umenye project in Rwanda specifically in Nyamagabe District. Project management practices were evaluated by USAID Soma Umenye project implementers, partners, and beneficiaries. The population of the study was 315 participants in the USAID Soma Umenye project in Nyamagabe District. The sample size was 176 respondents; it was calculated by using Solvin's sample size formula. The study was limited to Nyamagabe district, specifically in 5 sectors Gasaka, Tare, Kitabi, Kibilizi, and Cyanika. The respondents are a subset of P3 teachers, headteachers, and all SEIs of those sectors, DEO, DDE of Nyamagabe District, USAID Soma Umenye project staff at Nyamagabe district and national level. The researcher used two tools of data collection in the study including questionnaires and documentary reviews. The researcher used SPSS as a tool for data analysis. The findings revealed that there is positive and significant effect of project scope management on Performance of USAID Soma Umenye project, ($\beta = 0.45$; p-value < 5%),), hence the first hypothesis is rejected. The study findings indicated that there is positive and insignificant effect of stakeholder on Performance of USAID Soma Umenye project ($\beta = 461$; p-value < 5%), hence the second hypothesis was accepted. Thirdly, it was discovered that there is positive and significant effect of project HR management on Performance of USAID Soma Umenye project ($\beta = 0.532$; p-value < 5%), hence the third hypothesis was rejected. For recommendations, the management was suggested to get strong structure in promoting effective communication within any project. In addition, let the local leaders be part of the projects since these are same people that are always be in the communities even after the closure of the projects.

Key words: *Project Management Practices, Project Scope Management, Stakeholder Management, Project Human Resource Management and Project Performance.*

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1. Introduction

In recent years, there has been a significant emphasis on researching the connection between the Performance of projects and the elements that lead to their Performance within the field of project management. It is widely acknowledged that the growing interest in understanding project Performance can be attributed to the fact that, despite a high rate of project failures, more companies are adopting project-based organizational structures. Moreover, it is recognized that project Performance depends on a multitude of factors, with some of the most prominent ones being top-level management support, the scale of the project, the attributes of project managers, and the dynamics of project teams. Additionally, it is suggested that project management practices, as well as the characteristics of both managers and the management team, hold considerable significance. Notably, the personality traits and psychological characteristics of managers are believed to have a substantial impact on project Performance, although more empirical evidence is required to firmly establish this assertion. A commonly accepted definition of project management describes it as the process of the practice of initiating, planning, executing, controlling, and closing the tasks of a team in order to accomplish particular objectives and meet predetermined Performance standards within a set timeframe. When organizations establish an organized system for project management, this system typically comprises distinct methods, models, and toolkits. By adopting a methodical approach, organizations can develop and adapt specific skills and capabilities that evolve over time, taking into account the context and environment in which projects are executed. Furthermore, project management plays a crucial role in reducing a company's susceptibility to losing valuable tacit knowledge, which is typically held within the minds of its employees (Carvalho *et al.*, 2015).

When a company adopts structured project management practices, it is suggested that achieving a higher level of maturity in project management contributes to enhanced project performance (Alagba, 2013). It's clear that certain project management practices are more efficient. When projects do not succeed, the responsibility often lies with the management. Previous research has provided confidence that it is entirely feasible to enhance management practices to prevent such failures. Both the interpersonal and technical abilities of the management team are critically significant as they perform essential roles in overseeing the project throughout its lifecycle. Furthermore, it's worth noting that effective communication abilities, categorized as soft management skills, and adeptly managing stakeholders are recognized as factors that significantly contribute to project Performance (Carvalho, 2014).

Project management can be defined as the systematic handling of planning, organization, and control of all conceivable project components to ensure the safe accomplishment of project objectives. Within project management definition, performance is of paramount importance, and adherence to specific benchmarks like quality, timeliness, and cost is crucial. It's important to note that the Performance of a project does not necessarily equate to the Performance of the project management process itself. Some perspectives suggest that projects can be deemed Performance even if they do not strictly meet all their predefined project objectives. Effect of project management practices on Performance of USAID Soma Umenye project. This is because the project attains its goals in the extended or overarching sense (Radujkovi & Sjekavica, 2017). Perhaps no other term is as sought after by project public relations professionals as "Performance." While there is not a universally accepted single definition for the concept of project Performance. Nevertheless, project Performance can be defined as the comprehensive performance of a project, encompassing factors such as staying within budget, adhering to the schedule, meeting predefined technical specifications, and satisfying project stakeholders. It's important to recognize that most, if not all, projects have their own unique critical Performance factors that are inherent to the project and its specific characteristics. In

other words, the critical Performance factors for each project are not uniform or standardized. Moreover, adhering to the established project budget can be viewed as a crucial primary factor for achieving Performance. Additionally, there are secondary Performance factors to consider. These often originate from what's termed as passive stakeholders, individuals or groups who are acknowledged as not directly involved in project activities but still exhibit an interest in the project's outcome. However, there are also other parties who are impacted by the project. When management comprehensively identifies all project requirements and the objectives of every involved party, it becomes a vital approach for ensuring the project Performance. Based on numerous previous research findings regarding the critical Performance factors of projects, it is established that these factors can be identified as particular project elements that serve as markers of project Performance. Recognizing these markers within any given project is indicative of the project's level of Performance.

Reviewing prior research in the field of project management leads the researcher of this study to assert that there exist specific criteria by which project Performance can be evaluated. Effective planning, well-defined responsibilities, schedule management, proficient project leadership and governance, and transparent communication all rank among the key indicators of project Performance. Some reviewers argue that the most pivotal critical Performance factors for a project encompass having a well-defined project plan, a strategy for risk management, and stakeholder management, scope management, effective resource management practices, Time Management, Cost Control, Quality Management, Change Management, effective communication management, project stakeholder management (PMI, 2021). But in this study will focus on the following project management practices: effective project scope management, project stakeholder management, and project human resource management how they have affected the project Performance of USAID Soma Umenye project in Rwanda.

Problem statement

Many projects struggle to adhere to their timelines and stay within their budgetary limits, even though there is knowledge of project management practices being applied. Project outcomes fail to align with the perceived needs, and even when they do, these achievements often prove to be unsustainable. This issue persists, even in cases where billions of dollars are allocated for development projects (Wysocki, 2018). In many cases, projects fall short of their intended objectives due to issues related to management and organizational factors. These factors can be categorized into several key areas, including inadequate stakeholder management, poor coordination leading to cost overruns, suboptimal project design, delays in meeting project deadlines, and lags between project identification and commencement. To illustrate, the World Bank reported that the failure rate of projects in African countries exceeded 50% by the year 2016 (Kwak, 2015). However, it's worth noting that there are gaps in existing research on the project performance. Previous research has examined various aspects such as communication, leadership, and stakeholder practices in the context of project management. However, many of these studies primarily highlight how inadequate communication, ineffective leadership, and poor stakeholder management contribute to project failures without delving into the specific impacts of individual practices (Campbell & Cohost, 2014, NRC, 2014). In contrast, the studies provided a limited argument regarding the connection between project management practices and the timely completion of projects which is among the indicators of project performance (Laufer *et al.*, 2017) and (Yang, 2010). This study aims to address this gap by exploring the effects of three specific project management practices namely, scope management practices, stakeholder management practices, and human resources management on the performance of the USAID Soma Umenye project. The objective is to promote effective project management practices that enhance the likelihood of meeting project performance.

Research objectives

The general objective of this study is to assess the effects of project management practices on the project Performance in education projects. Specifically, the study aimed to:

- To examine the effects of project scope management on the Performance of the USAID Soma Umenye project.
- To explore the effects of stakeholder management on the Performance of USAID Soma Umenye project.
- To assess the effects of project HR management on Performance of USAID Soma Umenye project.

Research Hypotheses

$H0_1$: there is no significant effect of project scope management on the Performance of the USAID Soma Umenye project.

$H0_2$: there is no significant effect of stakeholder engagement on the Performance of the USAID Soma Umenye project.

$H0_3$: there is no significant effect of project HR management on the Performance of the USAID Soma Umenye project.

2. Literature Review

Project scope management

In the study for establishing the role of scope management in the Performance implementation of health infrastructural programs in Nairobi County. The research was a descriptive study and the questionnaires were used as a tool of research. The data has been analyzed by Statistical Package for the Social Sciences (SPSS). Its results indicate that scope planning has a notably positive impact on the Performance implementation of infrastructural health projects. Increasing emphasis on scope planning is advised for project managers to enhance project Performance. The study also highlights the positive influence of scope change on project Performance and recommends that project managers establish clear guidelines and policies to address potential scope changes and mitigate factors that could lead to project failure (Lilian & Yusuf, 2022).

In the research, that examined the application of project scope management practices on project Performance employed by telecommunication organizations that carry out Information and Communication Technology (ICT) projects. The information was collected by questionnaires. The collected data was analyzed by using both descriptive and inferential statistics. The results showed that the most important factors contributing to project scope management Performance were customer satisfaction (with an average rating of 4.30 and a standard deviation of 0.78) and meeting customer expectations (with an average rating of 4.22 and a standard deviation of 0.62). On the other hand, less critical factors included resource allocation (with an average rating of 3.56 and a standard deviation of 0.63), project duration (with an average rating of 3.51 and a standard deviation of 0.70), project costing (with an average rating of 3.69 and a standard deviation of 0.58), and project quality (with an average rating of 3.58 and a standard deviation of 0.87). Additionally, we conducted regression analysis, which revealed that four out of the six indicators they studied had a significant impact on project Performance in these firms. These significant indicators were customer expectations, customer satisfaction, resource allocation, and project duration, each contributing positively or negatively to project Performance at a 0.05 level of significance. In conclusion, the study found that, overall, the project Performance criteria for the firms under investigation were generally satisfactory, with the application of project scope management practices playing a crucial role in achieving this

satisfaction (Adedayo *et al.*, 2018). Similarly, In the study of the Impact of Scope Creep on Project Performance: An Empirical Investigation. It found that all the identified factors play a significant role in causing scope creep, and this significantly reduces the Performance of software projects. As a result, the study suggests that practitioners can benefit from a better understanding of these factors and their impact on scope creep in small and medium-sized software enterprises (SMEs). This understanding can help them develop effective strategies to control and mitigate scope creep, ultimately increasing the Performance rate of their projects (Koma *et al.*, 2020).

Project stakeholder management

Inadequate or ineffective planning across various project aspects, such as managing stakeholder expectations and establishing communication channels, leads to significant project issues. These issues result in project closure sometimes (Fadhil, 2017). There is a strong and positive connection between stakeholder engagement in the planning process and the Performance of the Project. The correlation results showed a rate of 0.874, implying that stakeholder involvement in project scope management significantly influences the project's Performance. Additionally, the study noted that the project actively involves stakeholders in defining project management procedures. Furthermore, a significant relationship was observed between stakeholder engagement during project execution and the project's Performance. Lastly, the study concludes that there is a significant relationship between stakeholder engagement in decision-making and the Performance of the Project (Jackson & Patrick, 2019). The quantitative analysis in the study explored how stakeholder management practices relate to project performance, taking into account participants' professional experience in the projects under study. This research has revealed both theoretical and practical insights. On a theoretical level, it contributes to the ongoing discourse on project stakeholders, opening up possibilities for further empirical investigations to gain a deeper understanding of which aspects of project performance can be more effectively explained or influenced by stakeholder management practices (Roberto, 2022). However, Agegnehu (2022) assessed how stakeholder identification, planning for stakeholder engagement, managing stakeholder engagement, and monitoring stakeholder engagement impact project Performance. The descriptive analysis of the study uncovered that all the independent variables had a moderate mean value. This suggests that the project demonstrates reasonably good stakeholder management practices but indicates room for enhancement. Notably, the variable "monitor stakeholder engagement" had the lowest mean value compared to the others. Consequently, the company should prioritize improving this aspect to enhance its overall project Performance across different projects.

Project HR management

Similarly, in light of the evidence from the study that human resource management practices like selective hiring, training, the compensation system and Performance appraisal have positive association with project Performance in the private non-profit universities in Mogadishu (Mohamud, 2019). Every member of the project team possesses a unique set of skills and creativity, and it falls upon the project manager to harness these abilities for the benefit of the project's Performance. Additionally, it underscores the importance of project sponsors, project managers, and all team members collaborating to improve the firm's profitability. Furthermore, the study investigates the impact of human capital practices like training and development, teamwork, and trust on project Performance. The findings indicate that developing relevant knowledge, skills, and capabilities, fostering skill enhancement through teamwork, and building trust relationships among team leaders and members are pivotal factors that contribute to the Performance completion of projects within the specified time frame (Amen, 2016).

In the study of Effect of Resources Management on Project Performance Implementation. A Case of Strengthening Livelihoods in Rural Rwanda Project. Resource scheduling, availability, and optimization are crucial factors for the Performance execution of a project. The main goal of this study was to examine how resource management affects the Performance implementation of projects in Rwanda, using the "Strengthening Livelihoods in Rural Rwanda" project as a case study. Through descriptive survey design. Quantitative analysis methods such as percentages and frequencies were used to process the data. Regression analysis was employed to establish a systematic relationship between independent and dependent variables. The results of the analysis indicated that resource management had a significant influence, accounting for 83.7% of the impact on the Performance implementation of the "Strengthening Livelihoods in Rural Rwanda" project in Muhanga district. The findings have revealed that strengthening livelihoods in rural Rwanda project has qualified and trained staff but need to refresh and update them on their duties and responsibilities regarding the project missions. The results show that human resources affect project Performance implementation of strengthening livelihoods in rural Rwanda project and have shown a positive and significant effect on project Performance implementation (Obadia & Patrick, 2018).

Project Performance

The primary goal of incorporating project management practices is to attain consistency in project Performance. However, the absence of a universally accepted definition of project Performance adds to the complexity of achieving this objective. The Performance of projects is directly influenced by the level of experience possessed by the project manager (Rubin & Seeling, 1967). Project management plays a crucial role in achieving project Performance, several external factors beyond the control of project management also have a significant impact on project outcomes (Munns & Bjeirmi, 1996). The project management lacks the ability to exert direct control over time, cost, or quality. These measures are potential pitfalls and are typically regarded as either internally defined or externally imposed but are seldom objective standards. In some cases, projects can deviate from all three parameters and still achieve significant Performance (Peters & Horner, 1997). The conventional project Performance criteria are insufficient and can potentially be deceptive. Even if a project Performancely adheres to all three primary constraints (time, cost, and quality), it may still fall short of meeting the sponsor's specific requirements (Dvir *et al.*, 2006). In conclusion, it can be asserted that project Performance is most likely achieved when both project management Performance and product Performance are combined (Baccarini, 1999). A project is generally considered Performance when it accomplishes its predetermined objectives. Typically, project Performance is seen as a binary measure, with the project being labeled either as a Performance or a failure based on whether it met its goals (Lim & Mohamed, 1999).

There are two distinct perspectives, micro and macro, that offer different viewpoints on project Performance. The micro perspective primarily centers on evaluating project management Performance at the point of project completion. In contrast, the macro perspective takes a broader approach by considering the operational aspects of projects and placing emphasis on long-term customer satisfaction (Lim & Mohamed, 1999). This concept bears resemblance to differentiation between project Performance and project management Performance. The project Performance is evaluated based on the achievement of the overall project objectives after the project has been completed. However, project management Performance is assessed throughout the project life cycle using traditional performance metrics (De Wit, 1988). The connection between project management and the final product of the project as a novel dimension for attaining project Performance. They argue that project Performance is not solely accomplished by adhering to project constraints but is ultimately achieved when end-user satisfaction is realized (Milosevic & Srivannaboon, 2006). Nevertheless, this approach may prioritize delivering specific business outcomes over the Performance management of project

activities for achieving project completion. Furthermore, other researchers underscore the importance of assessing Performance from the viewpoints of various stakeholders, including the individual owner, developer, contractor, end-user, and the general public (Lim & Mohamed, 1999). Hence, there is a widely acknowledged understanding that different projects may possess unique Performance factors (Baccarini, 1999). Each project may indeed have its distinct set of criteria for measuring Performance (Liu, 1999). Indeed, this complexity makes it challenging to establish a universally accepted definition of project Performance.

Notably, while the iron triangle (time, cost, quality) is often considered fundamental, there is a growing consensus that stakeholder satisfaction should also be a crucial component of project Performance. In essence, a truly Performance project should not only meet its constraints but also ensure the contentment of its stakeholders (Baccarini, 1999). If the final product of a project does not meet customer satisfaction, even if the project is completed within the defined time, cost, and quality parameters, it might be considered Performance from a project management standpoint. However, the product itself could still be perceived as a failure due to its inability to satisfy the customer's requirements or expectations. The contradiction with this statement “The operation was a Performance, but the patient died” (Kam & Müller 2005). Therefore, in simplified terms, project Performance can be broken down into two primary components: project management Performance and product Performance (Baccarini, 1999) and (Lim & Mohamed 1999).

Theoretical review

This section describes theories that present the study in view of the variables being studied.

Theory of change

Theory of change is a methodology for developing strategies as well as evaluation. The model of Theory of change identifies the preconditions needed for a certain change to occur. You can use this model to develop a strategy by defining a long-term goal and working backwards by formulating preconditions and anticipated outcomes. The Theory of Change provides insight into the decisions made and the strategies employed to address a specific problem or challenge. It serves as a roadmap that outlines a series of assumptions detailing the actions, resources, or interventions that will ultimately lead to the desired transformation. Essentially, the Theory of Change represents a conceptual framework aimed at establishing a clear link between the intended project outcome and the underlying assumptions that are expected to drive that outcome.

In simpler terms, the Theory of Change can be seen as a tool that explains why and how a project operates effectively. It involves a comprehensive examination of the connections between project activities, outcomes, and the surrounding context. It offers guidance to project managers on how to understand project activities in a way that facilitates the achievement of predetermined results, all of which contribute to reaching the ultimate project goal (Jiya, 2021).

When we examine the definitions mentioned earlier, they all point to a common thread: the theory of change serves as a valuable tool for assessing stakeholder engagement. It does this by forecasting the desired outcomes, outlining the strategies required to turn project activities into these outcomes, and considering the surrounding circumstances in which these activities are carried out. In essence, the theory of change equips the project manager, especially in a change-related context, with insights into how involving stakeholders can effectively drive the anticipated changes within a project. Furthermore, the theory of change doesn't just show the extent of change resulting from an altered project scope; it also sheds light on the mechanisms through which this change unfolds. This helps identify areas where changes might have led to shortcomings or failures. The practicality of applying the theory of change in a situation

involving scope modification depends on the ability of both the stakeholders and the project change manager to identify, prioritize, and analyze critical project activities and contextual factors (Jiya, 2021).

In the present study, the utilization of the theory of change, as featured in the International Journal of Management and Commerce Innovations with ISSN 2348-7585 (Online), Volume 10, Issue 1, pages 140-148, spanning from April 2022 to September 2022 and accessible at www.researchpublish.com (Page 143), is in line with its capability to elucidate the mechanisms behind changes in project scope that ultimately lead to the intended result. When applied within the context of project scope management, this theory enables a more segmented approach to comprehending the various components of project scope management, thereby allowing for a comprehensive understanding of the entire process.

Stakeholder theory

The theory formulated by Friedman in 2006 posits that an organization can be conceptualized as a collective of stakeholders, and its primary mission should revolve around the effective management of their interests, requirements, and perspectives. In this context, a stakeholder is broadly defined as any group or individual capable of influencing or being impacted by the attainment of the organization's goals (Freeman, 1984).

The responsibility of stakeholder management typically falls on a company's management team. The fundamental concept behind stakeholder theory involves redefining the essence of an organization. Essentially, it's about envisioning what the organization represents and how it should be perceived. Managers have a dual role in this context: they must, on one hand, oversee the company in a way that benefits its stakeholders, ensuring their rights and involvement in decision-making. On the other hand, management also acts as the representatives of these stakeholders, working to secure the firm's survival and safeguard the long-term interests of each stakeholder group (Friedman, 2006).

This theory illustrates that an organization is essentially a collection of social elements resulting from interactions among stakeholders (Harrison *et al.*, 2007), an organization generates value when it effectively satisfies the requirements of its key stakeholders in a mutually beneficial manner, prioritizing the interests of all stakeholders, not exclusively its shareholders. In this perspective, the organization is perceived as a coalition of stakeholders engaged in the exchange of information, services, and various resources (Sloan, 2009).

Stakeholders can be classified into two primary categories: primary and secondary. Primary stakeholders consist of individuals or groups who are directly and significantly impacted, either positively or negatively, by the actions of the organization. This category includes shareholders, suppliers, employees, and customers. In contrast, secondary stakeholders are groups that have indirect involvement or are indirectly affected by the organization's activities. This category encompasses entities like non-governmental organizations, funding agencies, and the general public. The Stakeholder Theory is, therefore, relevant in demonstrating the influence of various stakeholders on the Performance implementation of education projects, the impact of monitoring the performance of education projects in Rwanda, and the consequences of evaluation on the execution of education projects in Rwanda. It is selected because in defining the USAID Soma Umenye project scope can benefit from the stakeholders' management theories. And we will see if the stakeholders have been involved in the project.

Herzberg's motivation-hygiene theory

In 1966 Herzberg had stated a motivation-hygiene theory that classifies individual driving factors into two categories: hygiene factors and motivators. Hygiene factors are elements that,

when absent or inadequate, can cause dissatisfaction among your employees and must be in place to prevent this dissatisfaction. Examples of hygiene factors include salary, company policies, working conditions, and fair treatment in the workplace. While improving these factors can eliminate dissatisfaction, it doesn't necessarily mean they will motivate employees. Conversely, if these factors are not met, your employees are likely to be dissatisfied, which can result in decreased productivity. Motivators, on the other hand, are essential factors that contribute to job satisfaction for your employees. Examples of motivators include opportunities for promotion, recognition, and increased responsibilities. These factors play a crucial role in motivating your employees. For instance, if you implement an empowerment and job enrichment program to enhance employee satisfaction, you anticipate that the program will lead to increased productivity (Tan & Amna, 2011). This theory is linked to this research and the USAID Soma Umenye project, when there are the absence or inadequate hygiene factors, can cause dissatisfaction among your employees and must be in place to prevent this dissatisfaction. If the project managers do not recognize the effort of the project team, it should demotivate the project team and stakeholders.

3. Research methodology

For the purpose of data interpretation, the research used an Inferential statistics Analysis design. Consequently, the researcher used a mix of quantitative (questionnaire) and qualitative (interview) research methods to gather data pertinent to the study's aims and conduct the necessary analyses.

The total population of this research would be 315 education employees composed of 137 teachers of primary level three (P3), 135 headteachers, 5 Sector education inspectors, 2 district education officials, and 24 USAID Soma Umenye project team. The researchers selected 176 participants Nyamagabe district for a detailed study. This sample size was assumed by the researchers to gather data related to this study. To determine this sample, the researcher would use Solvin’s sample size formula.

Researcher used surveys and key informant interviews to gather primary data, and Researcher also used secondary sources of information. In order to get secondary data, a documentary review was conducted.

Validity and reliability tests were conducted on the research tools. Using a combination of closed- and open-ended questions, mostly based on a Likert scale, questionnaires were created to gather primary data in accordance with the study goals. The depth of information gathered was enhanced by supplementing primary data collecting with documentary examination. In terms of dependability, Researcherfound that all of the variables had Cronbach's alpha values that were higher than the 0.7 cutoff, suggesting very high levels of internal consistency. To make sure the data was organized, consistent, and of high quality, editors used coding and tabulation procedures.

For quantitative data analysis, Researcherused SPSS V 21.0, the Statistical Package for the Social Sciences. To determine effect of project management practices on project performance, researchers used inferential statistics, such as multiple regression and Pearson correlation analysis. Prioritizing ethical issues, Researcher made sure that no one would ever find out who the responders were and that any sensitive information was kept completely secret.

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4. Findings

This chapter delves into the study's findings and provide their interpretation, drawing from the analysis of the data gathered through questionnaires. The study scrutinizes effect of project management practices on project performance, employing correlation analysis to unveil the associations. Additionally, regression analysis is leveraged to elucidate both the individual and collective effect of project management practices on project performance.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867[a]	0.752	0.701	0.611

a. Predictors: (Constant) Project scope management, Project stakeholder management, Project human resources management

This report's table 1 presents study results regarding the model summary. The model summary basically indicated the R squared as 0.752 and thus, there is a strong positive impact between the study variables marked by R=.867[a] as asserted in the model summary. This is an indication that there was variation of 75.2% on Performance of USAID Soma Umenye project in Nyamagabe District due to access to project scope management, project stakeholder management, project human resources management. This means that 24.8% is accounted for by other factors that influenced by Performance of USAID Soma Umenye project in Nyamagabe District. Therefore, there is a significant and positive relationship between the study variables as marked in the model summary.

Table 2: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.677	5	0.733	5.162	.011[a]
	Residual	24.148	170	0.142		
	Total	27.825	175			

a. Dependent Variable: Project Performance
b. Predictors: (Constant), Project scope management, Project stakeholder management, Project human resources management

As it is presented in table 2, the ANOVA findings revealed that independent variables are statistically significant to the dependent variable. The ANOVA test discovered that P-value of 0.011 which is less than alpha (5%), is the significance level. This means that the given data fit well with the multiple regression models which is an indication project scope management, project stakeholder management, project human resources management affected the Performance of USAID Soma Umenye project in Nyamagabe District. Hence, the significance value which was also less than 0.05 is an indication that the model used in the study was statistically significant and fit in predicting the study variables.

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Table 3: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.252	0.863		1.451	0.77
	Scope management	0.866	0.932	0.451	0.929	0.00
	Stakeholder management	0.612	0.788	0.461	0.776	0.00
	Human resource management	0.177	0.474	0.532	0.373	0.00

The first hypothesis of this study stated that there is no significant effect of project scope management on Performance of USAID Soma Umenye project. As per the findings presented in table 3, there is positive and significant effect of scope management on Performance of USAID Soma Umenye project in Nyamagabe District Given (β = 0.451; t-test = 0.929; p-value (0.004) < 5%), hence the first hypothesis was rejected, and implication that scope management had significant effect on Performance of USAID Soma Umenye project. It also implies that a unit increase in scope management would lead to an increase in Performance of USAID Soma Umenye project by a factor of 0.451. Therefore, the researcher learnt that human resources management significantly affected Performance of USAID Soma Umenye project in Nyamagabe District.

The second hypothesis stated that there is no significant effect of project stakeholder management on Performance of USAID Soma Umenye project. The study findings revealed that there is positive and significant effect of stakeholder management on Performance of USAID Soma Umenye project in Nyamagabe District. Given (β = 0. 461; t-test = 0.776 p-value (0.002) < 5%), hence the second hypothesis was rejected, an implication that stakeholder management had significant effect on Performance of USAID Soma Umenye project. It also implies that a unit increase in stakeholder management would lead to an increase in Performance of USAID Soma Umenye project by a factor of 0.461. Therefore, the researcher learnt that stakeholder management significantly affected Performance of USAID Soma Umenye project in Nyamagabe District.

Finally, the third hypothesis stated that there is no significant effect of project human resources management on Performance of USAID Soma Umenye project in Nyamagabe District. From the presented findings, it was found that there is positive and significant effect of HR management on Performance of USAID Soma Umenye project (β = 0.532; t-test = 0.373; p-value (0.003) < 5%), hence the third hypothesis is rejected, an implication that HR management has significant effect on Performance of USAID Soma Umenye project in Nyamagabe District. It also implies that a unit increase in HR will lead to an increase in Performance of USAID Soma Umenye project by a factor of 0.532. Therefore, the researcher learnt that HR significantly affected the Performance of USAID Soma Umenye project in Nyamagabe District.

5. Conclusion

This research's interest was to assess the effect of project management on project Performance in Rwanda. Basing on a sample of 176 respondents that included staff and beneficiaries of the

USAID Soma Umenye project in Nyamagabe District and review of reports, all specific objectives were achieved as indicated.

Therefore, the study concluded that project management in terms of scope management, stakeholder management and HR management has strong relationship on the USAID Soma Umenye project in Nyamagabe District which according to the study respondents, it was only mainly the poor communication in the project leadership that poses to be a threat to the USAID Soma Umenye project in Nyamagabe District if not worked on as highlighted by RGB report. As witnessed, the level of awareness on the project and participation in the implementation of project's activities during the implementation of first phase is weak. In addition, the performance cannot be achieved if the project leadership is depressed since this would lead to embezzlement and corruption. Thus, in the end USAID Soma Umenye project in Nyamagabe District would be characterized by poor fundamental accounting, corporate governance, contract management and value for money flaws.

Finally, this study has made a significant contribution to the field of project management by addressing critical aspects that influence project Performance. Through a comprehensive review of project management methodologies, analysis of real-world case studies, and the incorporation of stakeholder perspectives, we have identified key factors that impact project outcomes. Our findings underscore the importance of effective communication, stakeholder engagement, and adaptive project planning. Furthermore, by proposing practical frameworks for risk management and resource allocation, this study offers actionable insights for project managers to enhance project performance.

In essence, this study serves as a valuable resource for both academia and industry, offering a nuanced understanding of project management dynamics and providing practical recommendations for improving project outcomes. By bridging the gap between theory and practice, our research strives to contribute to the ongoing advancement of project management as a crucial discipline in the contemporary business landscape.

6. Recommendations

Referring to the study results, the following are the suggestions and recommendations:

Basing on the study results, the following are the recommendation which if implemented would raise the performance level of USAID Soma Umenye project in Nyamagabe District as regards to the project leadership such that it reaches the level of the other institutions and projects in Rwanda:

Concerning the leadership skills, the project staff and management ought to undergo trainings before they begin operations. In addition, the project leaders and management should always be put in place based on their leadership skills related to the project activities.

As regards to leadership communication, respondents cited less awareness on the project and participation in the implementation of project's activities. The top management should look into it and communication should be made a culture by the responsible leaders in the project.

Regarding functionality analysis by the top management should be looked into and be made a culture by the responsible personnel at the project.

Officials who delay USAID Soma Umenye project in Nyamagabe District project activities and processes should also be handled individually so as other staff could avoid doing similar mistakes in future.

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