

**STRATEGIC PROJECT IMPLEMENTATION AND PERFORMANCE OF WATER FOR ALL
PROJECTS IN RULINDO DISTRICT, RWANDA**

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Abstract

This research was investigated the effect of strategic project implementation and performance of project in Rwanda, a case of Water for All projects. This research achieved the following objectives; to establish the relationship between strategic implementation plan and performance of Water for All projects in Rulindo district; to determine the relationship between monitoring strategy and performance of Water for All projects in Rulindo district; to analyze the relationship between communication strategy and performance of Water for All projects in Rulindo district and to assess the relationship between competitive strategy and performance of Water for All projects in Rulindo district. The research also was compare two variables which are independents and dependents variables. This study was designed as a case study of Water for All projects in Rulindo district using the survey method; a case study is described as analysis of the strategic project implementation and performance of project in Rwanda, assuming that the researcher acquired knowledge regarding the subject under review from in-depth exploration of a single case. It is a qualitative analysis that involves careful observation of situation. All the respondents from the population of Water for All projects in Rulindo district to respond to research questionnaires. The researcher used questionnaires to collect data, As far as this study was concerned, the population was comprised of employees of Water for All projects in Rulindo district in different departments targeting 151 employees. To describe target population of a study as the point of focus from which a generalization was made regarding the research findings. Thus a sample size of 151 employees as respondents. Research used primary and secondary data to get all information needed in this study, the quantitative data was analyzed using

descriptive and inferential statistics after running the data collected through the Statistical Package for Social Sciences. Results of regression analysis for the effects of strategic implementation plan and performance of Water for All projects in Rulindo district. The results indicate that strategic implementation plan have positive and significant effect on performance of Water for All projects in Rulindo district ($\beta_1= 0.376$, $t= 3.514$, $p = 0.002<0.05$; $\beta_2= 0.243$, $t=2.382$, $p =0.023<0.05$; $\beta_3= 0.267$, $t= 0.317$, $p = 0.003<0.05$; $\beta_4= 0.29$, $t= 4.83$, $p = 0.29<0.05$), respectively. This shows that 1 per cent increase in strategic implementation plan will lead to 0.376, 0.243, 0.267 and 0.29 percent increase on performance of Water for All projects in Rulindo district. Based on the findings above the model one (1) is represented as follows: performance of Water for All projects in Rulindo district = $1.771+ .376X_1 + .243X_2 + 0.267X_3+ 0.29X_4$. Thus, all hypothesis are below 0.05, it means that our hypothesis are rejected. Strategic project implementation bodies is an fundamental instrument for arranging and estimating which positions the organization to meet requests and changes which might come up within the course of releasing its administrations. This think about uncovers that, Rulindo district as a open institution contains a clear vital arrange which is verbalized to all of its workers at different levels and divisions inside the area. It uncovers that, the unequivocally understanding of components of different measurements of key administration hones demonstrate the viability and productivity of such arranging embraced by representatives and thus influences its execution of Water for All projects. Based on the analysis discussed, the following recommendations are made so as to help the Water for All projects to enhance its operations. All factors of various dimensions of strategic plans

and performance indicators should be put into the right perspective, so as to help the general workforce of the district to understand the main objectives and the strategic management practices in place to achieve objectives for fiscal years. This will enlighten the employees of the district to gear

Introduction

Worldwide, strategic project implementation is very important in every activity, business sectors, and private sectors as well as in public sector; its history is closely related to the history of performance of the government projects as an important tool for the achievement of the projects (Basu C. 2017). In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. According to Wiley and Sons (2015), a well-wrought strategic project implementation helps you to set priorities, acquire and allocate the resources needed to achieve your goals. It provides a framework for analyzing and quickly adapting to future challenges.

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

United States of America, strategic project implementation is the planning, monitoring and controlling of project delivery and support processes, with consideration of the environmental, economic and social aspects of the life-cycle of the project's resources, processes, deliverables and effects, aimed at realizing benefits for stakeholders, and performed in a transparent, fair and ethical way that includes proactive stakeholder participation, considering performance in Project Management Processes). A good way of making sure the project stays performance is to have that goal in mind from the beginning of the project, (Pfeffer, 2014). Once it is put into the vision of the project, it cannot be forgotten about. Having sustainability relevant in all project areas will ensure that the environmental damage is minimized. As project managers direct the consumption of project resources, they should be looking at all factors, both inside and out of the organization, over the entire life cycle of a project. That is why it's important that they use a

towards delivering services to enhance the general strategy and to raise its performance.

Keywords: *strategic project implementation and performance of project in Rwanda.*

sustainable life cycle mentality, from a project's beginning to its end (Gilbert S, 2015).

Because projects are temporary, many may be confused about how they can be performance if sustainability plays the long game. But, projects help organizations realize long-term investment objectives. Projects and project management take place in an environment that is broader than that of the project itself. Seeing as all projects are part of an organization's strategy, there are factors influencing its success, both internal and external. Those factors are either helping it succeed or making it difficult for a project to have a positive outcome, (Rop, 2015). Understanding them can help with planning a project and making sure it stays "green". In much the same way a project manager must balance cost, schedule, and scope, some trade-offs must also be made between the economic, social, and environmental factors surrounding a project. Project managers usually only focus on getting from an idea to an implemented project, disregarding the long-term consequences of the project, (Sabharwal, 2014). It is necessary for them to start taking responsibility for the project's results as its impact does not go away once the project is done. The project management profession at large should promote the Sustainable Development Goals by developing objectives, plans and setting them into practice in a given context. A global association like IPMA can provide the profession with its good practices (e.g. standards) and recognize the achievement of sustainability in projects (Mansuri, G. 2016).

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

This study is multidisciplinary project management, project planning as well as their performance, contributes to the body of knowledge that each African country can attain and sustain economic development by suggesting how to eliminate and correct most causes of failures of projects in construction, water treatment, electricity and renewable energy. It suggests that they should also be able to obtain the sustainable harvesting of the benefits of project deliverables which have been planned for in order to implement the various aspects of their economic development. The suggestions in this book will make a difference in project delivery and are comprehensive enough to create a root-and-branch change which will affect the people involved in making decision on projects and their delivery. The principal goal of this book is to advise public and private companies, and international organizations conducting projects in Africa on how to prepare themselves, their businesses and enterprises to solve the problems that cause failure of projects and abandonment of project deliverables, (Marisol, E., & John, G. 2015).

In Kenya, strategic project implementation is thought to emphasize project performance, improve project effectiveness and efficiency, bring inclusivity in development as well as build social capital and empower poor people as platform in the region. In addition, it is to empower the governance as it ensures accountability (Duggal, 2015). Strategic project implementation is instrumental in having better designed projects were shown the contribution of the stakeholders, ensuring benefits reach the intended beneficiaries and that effectiveness in terms of cost, protection and time are assured. It also aims at reducing incidences of corruption and ensuring ownership for equitable distribution of project benefits (Mansuri, 2016). Regional Partnership for Resource Development (2009) argued that participatory development begins a process of empowerment which enables the project stakeholders to take responsibility in designing and implementing their own initiatives and in the process this leads to project sustainability. If development is to be effective, the major project stakeholders should be involved by forming project implementation committees to oversee the activities of the various phases of the project cycle including but not limited to initiation, planning, budgeting and procurement. For any development to be meaningful, planning by all interest groups is inevitable finally lead to sustainable development (Mulwa, 2017).

Rwanda as country, there are too certain obstructions that are specific to nearby governments (Kovach & Mandell, (2017). The monetary taken a toll of doing vital arranging can be troublesome for cash-strapped neighborhood governments that have to be center on day-to-day operations. Too, the decision-making prepare in neighborhood governments can demonstrate to be a troublesome issue, due to complexity. Citizens tend to be more straightforwardly included in city-wide decision-making than other levels of government through citizen sheets and city board gatherings. This may make agreement building on what objectives the city ought to be seeking after exceptionally troublesome. Besides, nearby governments are depending increasingly on participation and organizing with other legislative, nonprofit, and private organizations to carry out their operations. This interdependency of local governments can make it troublesome for the usage of vital arranging since of the have to be incorporate all pertinent partners.

In any case, neighborhood governments can pick up numerous benefits from actualizing a key arrange, agreeing to Pindur (2016). Vital arranging can offer assistance distinguish critical issues in a community and how assets ought to be utilized. The arranging prepare can too offer assistance teach citizen members almost the capacities and objectives of the region. The method can to help nearby governments in bringing together different partners (citizens, trade proprietors, and staff of all levels) through agreement building. At long last, key arranging can progress organizational execution and the capacity of the government to reach expressed destinations since city staff and citizens are working toward the same mission.

In May 2006, amid the discourse for the plan of Financial Improvement and Destitution Decrease Methodology (EDPRS), the government of Rwanda presented Imihigo (Execution contracts) as a performance-based administration apparatus to fortify key arranging and administration and progress benefit conveyance in the local government. The work out finished in institutionalizing execution contracts within the central and nearby government planning system in arrange to extend the rate and the quality of the execution of government programs and needs. Imihigo is presently coordinates into the national arranging framework through the EDPRS Segment Vital Plans (SSP) and Locale Improvement Plans (DDPs). Yearly assessment is conducted to decide the degree to which areas have achieved their targets and contributed to enhancements within the

socio-economic prosperity of citizens. Whereas critical positive results have been realized, a number of crevices still exist for neighborhood government to attain their goals. Most striking among these is the challenge related to arranging: markers, baselines and targets. This considers looks for to look at these planning-related challenges in detail and give proposals for assist enhancement.

The Government of Rwanda recognizes that accessibility of effective and solid vitality supply may be a pre-requisite for social thriving, human improvement and financial development. These are too the key goals of Rwanda's Vision 2020 whose overarching objective is to convert the nation into a center pay economy by making strides its competitiveness whereas guaranteeing solidarity and comprehensive development. Accomplishing the Vision 2020 destinations will require changing the nation from a low-income agrarian economy to a medium pay trade situated economy, operating as a knowledge-based benefit center. Three key limitations will get to be overcome. To begin with, the beginning but growing private division is however to play its part as a development driver, in show disdain toward of the maintained changes within the trade administrative environment. Moment, lacking physical foundation remains a key official imperative to financial development, human improvement and development in trades (Karekezi, S. and W. Kithyoma, 2017).

Third, organization and specialized capacity has developed as bottleneck to accomplishing the specified quick economic growth. The vitality segment is additionally confronted with a cross-section of all these bottlenecks. A vitality segment approach and methodology was arranged in 2009 and verbalizes the order of the vitality segment to successfully contribute to the country's advancement plan. Be that as it may, accomplishing the sector's objectives and targets will require prioritizing the taking after arrangement objectives: advancement of residential vitality sources; proficient utilize of vitality; rationalizing vitality estimating and appropriations; organization advancement of the segment; and capacity building. This considers points to complement Government's endeavors in ensuring the accessibility of solid and reasonable vitality generation that's moreover naturally maintainable. This thinks about serves a number of purposes.

To begin with, it recognizes the center vitality framework bottlenecks confronting the nation and alternatives for relieving these challenges. Moment, it presents a street outline and activity arrange covering both the development of physical

foundation and the improvement of segment structure, direction, and organization capacity; recognizing between the short-and longer-term measures, (Karekezi, S. and W. Kithyoma, 2017). Third, it recognizes imaginative approaches to crowd-in private segment speculation and financing counting the utilize of fractional credit ensures and foundation of an vitality effectiveness advancement support. The guide and activity arrange are anticipated to direct the arrangement of the moment Financial Improvement and Destitution Lessening Methodology and for educating discourse on key change measures. This think about is in line with the African Improvement Bank's Ten Year Technique (2013-2022) whose foremost objective is to guarantee that development is more comprehensive which comprehensive development is maintainable through a slow move to green development (Hamilton, K. 2016).

Rwanda is among the countries where the government puts a lot of money and efforts to develop all aspect of strategic project implementation yet their failure persists in some private projects and governments. The government of Rwanda has created a lot of development projects for different areas and it put a lot of energy for those projects to succeed. The pressure from different donors at times forces the project managers to act beyond the normal management principles (Belagis, S. 2018). Today, it is time to work towards a performance of the government projects; where everything possible should be done to ensure that all government projects assets contribute to excellent performance. Strategic project implementation has taken a central role to facilitate this. Water for All projects in Rulindo district, its capacity has embraced this so as to boost its performance.

Statement of the Problem

Strategic project implementation is very important in every activity, in business; its history is closely related to the history of project performance, as an important tool for the achievement Basu, (C. R.2018). In order to determine the direction of the business sectors, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. According to Wiley and Sons (2020), a well-wrought strategic implementation helps an institution to set priorities, acquire and allocate the resources needed to achieve their goals. It provides a framework for analyzing and quickly adapting to future challenges. Poor strategic project implementation is affecting negatively sustainability of projects and its strategic management practices have taken a central point which affect organizational performance. There are

some government projects which were failed mainly due to poor strategic management practices such as Off-Grid Plants and Energy, Water and Sanitation Authority (EWSA), (MINIFRA, 2016). Today, it is time to work towards an organizational performance; in Rwanda, nearby government has been hesitant to define key administration hones; expecting that's the part of the central government. This may be credited to lacking capacity to perform this assignment or unwillingness to join significance to strategic management practices and thus don't have steady key plans for their administration forms. Typically conflicting with the procedure of organizational execution; an approach that has been received by neighborhood government specialists for setting nearby needs, yearly targets, and defining activities to attain them. It was uncovered that in most locale of Rwanda, arranging crevices still exist within the exercises. Markers, baselines and targets were found not to be coherent and reliable, (Makombe, V. 2016). This made it troublesome and regularly inconceivable to degree advance made and has considerable impacts on advancement.

Most of projects have strategic plans which help to perform well, but some of them have continuously not performed and sustained as expected, due to various causes like poor strategic formulation, poor strategic implementation, poor strategic evaluation and poor strategic analysis, poor mission and vision in the project all elements mentioned above hinder the performance of the projects in Rwanda including this one. That is why this research was set therefore to assess the influence of strategic project implementation and performance of project with

Review of Literature

Conceptual Review

Strategic plan

The stage of strategy plan refer to oriented-operations phase that managers are obliged to make things happen. It is argued that it is the crucial time for section of strategic management in the organization. It has been found that it requires designing a strategic plan that set the objectives per year, introduces effective organization structure, fixing budget, developing variable information system an effective strategies a working plan for task implementation. It combines motivation practices to employees, creating the culture of support in the organization, efficient allocation of financial resources and putting together work compensation to the organization (Thompson, 2016).

reference of Water for All projects in Rulindo district.

Research objectives

The objective of the study was categorized as general and specific objectives as shown below:

General objective

The general objective of this study is to assess the effect of strategic project implementation and performance of project in Rwanda.

Specific objectives

- i. To establish the relationship between strategic plan and performance of Water for All projects in Rulindo district;
- ii. To determine the relationship between monitoring strategy and performance of Water for All projects in Rulindo district;
- iii. To analyze the relationship between communication strategy and performance of Water for All projects in Rulindo district;
- iv. To assess the relationship between competitive strategy and performance of Water for All projects in Rulindo district.

Research hypotheses

H01: There is no significant relationship between strategic plan and performance of Water for All projects in Rulindo district;

H02: Monitoring strategy has significant on performance of Water for All projects in Rulindo district;

H03 : Communication strategy has no significant on performance of Water for All projects in Rulindo district;

H04 : Competitive strategy has no significant on performance of Water for All projects in Rulindo district.

Monitoring strategy

M&E is a continuous process of gathering and evaluating information to determine whether progress is being made towards predetermined goals and objectives, and to highlight any unintended (positive or negative) impacts of a project and its activities. It is an integral part of the project. Project cycle and good management practices. In a broad sense, monitoring is done to track progress and performance, which is the basis for decision-making at various stages of the program or project process (Food and Agricultural Organization, 2017). Evaluation, on the other hand, is a broader assessment of data or experience to determine how well a program has achieved its goals. A monitoring system provides managers and other stakeholders with regular information on progress against goals and outcomes. It allows managers to track progress, identify any problems,

make operational changes based on experience, and formulate and justify any budget requirements. This allows early detection of problems so that solutions can be proposed. It is considered an important part of good governance. Periodic evaluations are also considered good practice to investigate and analyze why objectives were or were not achieved. It examines the causality of the conditions and trends recorded in the monitoring. Monitoring and evaluation should be evident throughout the life of the project and after its completion (Food and Agricultural Organization, 2017).

It provides a flow of information for internal use by managers as well as external stakeholders who want to see results, want to see demonstrable impact and need accountability and credibility from public spending. Governments and organizations are accountable to their stakeholders, so they must achieve the desired results and be able to demonstrate these successes. As a result, there is now an increasing focus on funding rigorous impact evaluations that can provide robust empirical evidence on whether certain types of development interventions are effective. Obtaining such evidence is technically difficult and expensive, and is not possible for all, if not most, projects (Irene, M., Dominique, G., & Ingrid, F, 2018).

However, as a policy research tool, when applied to specific program types, it can help decide how resources should be allocated between different intervention types and different program designs. The need for rigorous impact assessment clearly affects the design of M&E systems and is more likely to be met if projects and associated M&E systems take this rigor into account from the outset. It is clear that monitoring and evaluation are distinct but complementary. Monitoring is the process of regularly gathering information to make informed project management decisions. Monitoring provides project managers with the information they need to assess the current state of the project and assess its position against established goals and objectives identifying project trends and patterns, keeping project activities on schedule, and evaluating progress against expected results. Monitoring can be done at project, program or policy level. Monitoring provides managers and other stakeholders with regular information on progress against goals and outcomes (Irene, M., Dominique, G., & Ingrid, F, 2018).

It is descriptive, and actual or potential successes and problems should be identified early to inform management decisions. A reliable flow of relevant information during implementation allows managers to track progress, adjust operations based on experience, formulate budget requirements, and

justify any necessary increases in spending. Indeed, an effective management information system that performs these functions is an important part of good management practice. On the other hand, evaluation provides information on whether the project achieved its objectives. Conduct some evaluations to determine if the project has achieved (or is achieving) its goals. Others check whether the project hypothesis is justified and whether it meets the priority needs of the target group. Depending on the purpose of the specific evaluation, it may assess other areas such as achievement of intended objectives, cost-effectiveness, efficiency, impact and/or sustainability (Irene, M., Dominique, G., & Ingrid, F, 2018).

Communication strategy

Official statistics operate in a competitive and challenging environment that has changed dramatically over the past 20 years and has accelerated in recent years. Traditional users of official statistics have no doubts about the value and importance of official statistics. However, for ordinary citizens, the digital and social media revolution means that more people have instant access to a variety of data sources outside of official statistics. The 24/7 news cycle is a reality, trust in government is declining and the phenomenon of "fake news" is on the rise. Now more than ever, timely and relevant data and stories from statistical organizations are essential to a healthy democracy, as they remain the only independent, objective, credible and reliable source of official statistics (Stevenson, 2016).

For official statistics to be useful to society, political debate and decision-making, they need to be known, understood, disseminated and used. Strategic communication is a relatively new concept for most statistical organizations, which have traditionally focused energy and resources on communication practices and systems. In some statistical organizations, communication receives little attention or is considered a low priority. However, in other countries, effective communication is becoming increasingly important as many people realize the importance of maintaining and improving the relevance of official statistics in today's society. Communicating official statistics goes beyond writing press releases or answering user questions and requests. Statistical authorities need a modern, proactive communication strategy with clearly defined key messages and use different channels to reach different target groups. The strategic communication function leads the development and implementation of the communication strategy (Stevenson, 2016).

This is particularly the case in the field of official statistics, where communication and dissemination have traditionally focused on experienced users. As the environment changes, statistical organizations must learn to communicate more effectively and directly with citizens and improve statistical literacy for all target groups. An effective and professional communication function can help statistical organizations succeed in this competitive environment. Communication professionals can work with the management and staff of a statistical organization to develop a communication strategy that supports the mission of the statistical organization, demonstrates the value of official statistics, and increases the competitive advantage provided by the statistical organization. Recognizing the importance of strategic communication, the High-Level Expert Group on the Modernization of Official Statistics approved the priority project for 2018 - the Strategic Communication Framework Project (Stevenson, 2016).

The aim of the project is to guide the Statistical Office in developing a strategic approach to protect, strengthen and promote the organization's reputation and brand. With the support of the Economic Commission for Europe of the United Nations, the communication specialists of the project participants from all over the world are pleased to present the result of this work - the Strategic Communication Framework. The framework is designed to help statistical organizations maximize their corporate image through proactive consultation with users; involvement and understanding of target groups; channels, tools and methods designed to meet the needs of specific audiences; messages tailored to different audiences; participation in the media; measuring the results and impact of communication activities. The framework also includes recommended skill sets to support a professional external communications plan, a communication maturity model and roadmap, and guidance on developing a proactive response strategy to potentially damaging reputational issues (Stevenson, 2016).

Competitive strategy

Competitive procedure may be a administration teach, which centers on the organization's mission, looks for interesting openings, decides whether they fit the organization's key course, characterizes the measures for victory, and persistently reassesses openings (Gaynor, 2015). The term competitive methodologies alludes to both radical and incremental changes in considering, things, and

forms or in administrations (McAdam & McClelland, 2012). In various zones, something present day must be significantly particular to be creative, not an unimportant change, inside the expressions, money related things, commerce and government approach. In money related things, the change must increase regard, client regard, or producer regard. Competitive techniques can be transformational, radical or incremental depending on the affect and nature of the modify. Afuah, (2018) proposes that competitive strategies do not got to be breakthroughs or worldview moving; Firms, concurring to the resource-based approach, compete agreeing to their distinctive capabilities. Procedures to manage with a changing competitive environment are related with the firm's capabilities. The objective of competitive strategies is positive alter, to create somebody or something better.

Competitive methodologies driving to expanded efficiency is the elemental source of expanding riches in an economy. Competitive methodology gives a clear course and focuses the exertion of the complete organization on a common competitive procedures objective. Administration has to create the technique and communicate the part of competitive techniques inside a company, choose how to utilize innovation and drive execution changes through the utilize of fitting execution markers, Oke, (2002), proposed that the primary step in defining a competitive technique is to characterize what competitive methodologies implies to the company or the ranges of center for the category of competitive techniques. By understanding the drivers of competitive procedures needs, a firm can create its center regions for competitive techniques.

Most financial writings classify competition as comprising of four key shapes specifically; unadulterated or culminate competition, monopolistic or blemished competition, oligopolistic competition and forcing trade models. Faultless competition and faultless forcing commerce demonstrate circumstances are the more exceptional shapes of competition but rarely happen inside the honest to goodness world (Reynolds, 2015). A perfect forcing trade demonstrate is characterized by a single merchant who controls the supply of a extraordinary or advantage and maintains a strategic distance from other businesses from entering the field, (Reynolds, 2015). According to Afuah, (2018), immaculate competition exists when an expansive number of venders create a certain sort of item or benefit that's marginally separated.

These sellers have low barriers of entry into the market and easily enter or leave it as they choose. No endeavor is made in this ponder to encourage elucidate on these extraordinary shapes of competition because it is accepted that they display a theoretical showcase structure (Clayton, 2010). For this reason, center is agreed basically to the blemished shapes of competition, to be specific; oligopolistic and monopolistic competition. The significance of having a clearly characterized modern product/service procedure directing the development handle was recognized by (Afuah, 2018).

Project performance

Over the past few decades, open administration writing has centered exceptionally intensely on project execution. Ingraham (2015) famous in a discourse at the national conference for the American Society for Open project that "performance, at its heart is around governance and accountability". Measuring execution makes a difference open supervisors oversee more efficiently and give open administrations more effectively. Performance measures are "periodic estimation in arrange to allow following of problems, progress, and trends" (Hatry et al. 2017). An open organization, these measures ought to be derived from the expressed missions, objectives, and destinations of the organization (Poister, 2013). Performance estimation is characterized by Poister as the method of characterizing watching, and using such measures" (2013). The framework that combines gathering information for execution measures and monitoring advance is called execution administration (VanDooren et al., 2010). The subject of execution in open organizations is a continuous investigate theme for numerous public sector researchers. This proceeded intrigued within the subject of execution is to a great extent due to recent efforts within the open segment to redo public sector organizations more within the picture of private sector firms. Reexamination endeavors just like the Unused Open Administration have created a strongly center upon measuring execution. Bouckaert wrote a point by point history of execution measure utilization in the open division in 1990 (moreover see Williams, 2013). This article focuses to an awfully long history of using measures within the open sector, beginning within the early 1900s since of the want for a more efficient government. From the 1940s until the 1970s, open organizations were particularly interested in execution measures as a way to assist keep costs down. Within the 1970s, fetched control efforts were supplanted with the call to be proficient with citizen dollars. In the 1980s and 1990s, the developments were toward reevaluating

government to guarantee most extreme productivity and effectiveness.

Timeliness

Timeline is a list of planned events arranged in the order they will happen starting with the earliest event and moving forward through time by defining the starting and the ending points. A timeline provides the busy team members with a time frame for completing responsibilities that they can schedule into their day-to-day duties. The timeline is an important tool that coordinate all aspects of events by allowing all parties involved in it to meet deadlines. Without details included in the timeline, it would be extremely hard to keep an event or actions in track (Grafton, Rosenberg, & Daniel 2010). To have a truly effective performance management that supports employee performance, development and success, it is needed to involve everyone through assignment of responsibility, timeline and deadline. Work responsibility is very important in workplace as far as it shows staff professionalism and can advance on career, help to build professionalism and show company leadership that staff is valuable to the organization. Work responsibilities refer to a clear definition and understanding of job role, function and responsibilities among individual and teams in the workplace (Lockwood, 2013). Tetrick and Buffardi (2006) explained that employee performance may be affected by the individual difference between the propensity for work involvement and job commitment. Higher levels of involvement may negatively affect employees' job performance. Tetrick and Buffardi (2006) showed that emotional labor could bring affect the employee job performance. As part of performance management, employees should be up to date to meet future job requirements, responsibilities and deadline. To be up to date brings sustainable competitive advantage in the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Being up to date is an advantage that enables the business to survive against its competition over a long period of time (Altenburg, Schmitz & Stamm, 2006). According to Mukesh, Andy, & Louis (2013), a company sustainable competitive advantage come from up to date whenever it has an edge over its rivals in securing customers and defending against competitive forces.

Project Cost

Project costs play an important role and directly reflect the efficiency of the project, especially in construction. This article will focus on cost estimates and project costs in Vietnam and Finland. In addition, factors such as human resources, design, risk, materials, etc. can affect the project cost. Based on the case study, these questions are explored in depth using the data in the case study. Furthermore, the differences between the two countries will be shown in order to understand which system is more optimal and what can be learned from each other. The information and research methodology presented in the article is based on cost estimates from case studies, professional opinions and existing data from Internet research. Project cost management is the management action of planning, forecasting, controlling, costing, analyzing and evaluating contractors and is used to control project costs. Effective project cost management is reflected in the closing stage of the project, regardless of whether the project is completed within the budget and within the plan, the success of the project's financial flow must be evaluated. The price of the project is a very important factor that affects the decision of stakeholders to invest in it (Eby, 2017). This is a very important question that will be asked at the beginning of the project and will definitely affect its future. The cost of the project will determine the materials used in the construction, the quality and quality of the work and the techniques used. The equipment and facilities can vary from low-quality machines to state-of-the-art equipment. Project costing also helps all parties involved focus on time and on budget (or under budget). Completing the project on time and within budget is the most important attribute of any construction project. Regular updates and meetings of all parties will help to distribute the work of each party as much as possible. A proper project estimate will also guarantee the overall project goals and requirements. Project execution on time is not the only requirement, but compliance with the customer's specifications is also very important. Proper cost estimation helps maintain a disciplined approach to construction activities to achieve client specifications. 4 Easily detect fraud by tracking your budget. Water projects that have the potential to exceed deadlines may involve some financial uncertainty. But with a good cost estimate, the contractor can easily keep track of these numbers, be careful with the cost for any deviations, and thus ensure that the total cost does not exceed the estimate (Eby, 2017).

Scope

Scoping the project with input from all stakeholders is an important task that needs to be done properly at an early stage. The purpose of the project definition is to provide sufficient information to define the work to be done to avoid large changes that could negatively impact project performance (Gibson et al., 2016). This information is required before deciding whether to proceed with the project (Kähkönen, 2019). While adequate front-end project planning and a clear definition of project scope can reduce the likelihood of cost overruns, insufficient project planning and poorly defined scope can lead to costly changes, delays, rework, cost overruns, schedule overruns, and project failures. Change often reflects the uncertainty that occurs in the early stages of a project (Assaf & Al-Hejji, 2016). Change is necessary because each stakeholder has a different perspective on the project.

Therefore, for successful project execution and satisfactory project results, it is very important to formulate a clear project in the pre-project planning phase. In the public sector, the definition of projects is very important because projects serve the public first and their satisfaction and comfort are the main concerns, while in the private sector, projects are usually designed to benefit investors or owners. Therefore, they should reflect their needs and requirements. This cannot be done if all stakeholders have not defined the project at an early stage. It is not reasonable to ask stakeholders for input on project outcomes after the project has ended if stakeholder participation is limited. Incomplete project definitions can occur when the input of one or more stakeholders is intentionally or unintentionally omitted (Sharma & Lutchman, 2016), while the input of others dominates. Failure to consider and clarify stakeholder expectations and concerns in the early stages of a project can lead to overlooked unusual risks and lead to difficulties in project management, resulting in poor outcomes (Atkinson et al., 2006). Therefore, project scoping is essential to increase stakeholder satisfaction as well as successfully implement water projects (Heywood & Smith, 2016).

Quality

Quality provides clear direction and focuses the efforts of the entire organization on common innovation goals. Oke, (2014) emphasizes that the first step in developing a quality, innovation and creativity program is to define what innovation means to a company or innovation field. By understanding the drivers of the need for

innovation, companies can develop their areas of innovation. Kuczarski and Associates (2014) confirm that more successful companies show clear signs of management commitment to new product development, particularly in terms of securing adequate funding and resources. One of the themes of quality, innovation and creativity is the value creation of products. Creating value for customers helps sell products and services, while creating value for shareholders ensures the availability of future products and investment capital to fund operations. From a financial perspective, value is created when a company's revenues exceed its expenses. Value creation is increasingly seen as a rigorous financial measure of project success in meeting these stringent management objectives.

In fact, emphasizes the creative funds creative fund, involving a large number of adaptations and high values that bring new products or innovative products or services, and find the ability to solve a solid customer problem or new product methods (Pieter, 2020). Wachira (2012) mentioned that the best national concept is another topic of quality, creativity and innovation. Creativity and innovation always start with new creative campaigns that collect and filter the good ideas and keep the best ideas. These ideas are translated into strategic innovation plans and actionable programs. Idea is the source of all the materials to create prototypes and put innovative solutions in the hands of users. Ideation requires experience in understanding and leading teams, adaptability and flexibility in human dynamics, and a host of other soft skills that are actually harder to master. Generating good ideas requires committed employees, motivated and committed to the success of the organization. In this complex environment, organizations must place customer value creation at the center of their operations to enable organizational agility, experimentation, learning and collaboration. Employees must be motivated, confident, prioritized and driven to create value.

Beneficiaries involvement

From a development perspective, beneficiary participation is the process by which beneficiaries influence and jointly control development initiatives, decisions and resources that affect their lives. It has also been noted that greater participatory recognition and support for local perspectives, knowledge, priorities and skills is an alternative to donor-led and externally-led development (Long, 2014). According to the African Charter (2016), public participation is essentially the effective participation of people in building

structures and designing policies and programs that serve their interests. Community engagement requires people to be fully committed, involved and in control. They must build independent human organizations at all levels that are truly local, voluntary, democratically governed, self-reliant and rooted in social tradition and culture.

In general, the term participation refers to the participation of people in matters that affect them, especially in decision-making processes. Much of the literature assumes that participation means that community members participate in all phases of a project, from planning and design, implementation, monitoring and evaluation to grant distribution (Paul, 2017); World Bank (2014) A framework for analyzing community engagement has been proposed based on three dimensions, namely objectives, intensity and instruments of community engagement. Paul noted that the objectives of community engagement as an active process are empowerment, capacity building of beneficiaries, improvement of program effectiveness, improvement of program effectiveness and cost sharing. Hickey (2011) notes that the theory and practice of participatory development has taken on different dimensions and approaches over time. In the 1940s and 1950s, the colonial way was community development, and participation was seen as a duty of citizenship, citizenship was formed in homogeneous communities. The place or level of participation is the community.

From the 1960s to the 1970s, the postcolonial approach was community development, political participation and emancipatory participation and participation in the form of voting and campaigning. Party membership is considered a right and duty of citizenship. Participatory citizenship is also seen as a means of challenging subjugation and marginalization. During this period, the focus or degree of involvement is the political system and components, the economic and civil spheres, society and citizens. Beginning in the 1980s, the participatory approach was a populist/participatory development that focused on projects rather than the wider political community. Most of the participants are development professionals, participatory learning groups, non-governmental organizations (NGOs), the World Bank and UN agencies. Recognizing the ineffectiveness of externally imposed, expert-led forms of project planning, management and implementation and top-down approaches, major donors and development organizations have adopted participatory approaches aimed at empowering local people for the benefit of indigenous peoples. Knowledge and ensure sustainability and

effectiveness of the intervention (Hickey & Mohan, 2014).

Stakeholders Satisfaction

Cantu, Corsaro, and Snehota (2012) argue that "a stakeholder is any group or individual that can influence an organization's plan, which requires managers to recognize claimants with the status of all stakeholders. However, since different categories of stakeholders have different and behaviors based on their benefits to the company, so companies should not try to treat them equally. Thus, the philosophy of stakeholder "voluntariness" encourages managers to negotiate with stakeholders and meet the needs of as many stakeholders as possible" (Cantu, Corsaro & Snehota, 2012) Stakeholder engagement is about stakeholders. Ways to become active or inactive in advanced projects have been initiated. Truex and Soreide (2015) note that stakeholder engagement has become more recent due to increasing awareness of societal issues such as natural resource management, the role of organizational members in business growth, and stakeholder expectations of the organization. In addition, the multi-stakeholder approach is an approach to maintaining transparency in government-sponsored enterprises such as the energy sector. Stakeholder involvement is seen as a way to increase productivity, as it is recognized that if society is an integral part of the formulation of an organization's strategy, the likelihood that new developments will be supported is high (Corporate Social Responsibility, European, 2014).

In addition, stakeholder engagement is an important right to mobilize collective action, empowerment and organization building. Engaging the organization and its stakeholders in solving a specific problem or issue allows stakeholders to participate in collaborative sessions to develop key solutions (Melo & Garrido-Morgado 2016). Moreover, this practice of shared decision-making is a viable way to resolve conflicts and allow stakeholders to work together to achieve a common good rather than a collective dream. Thus, stakeholder engagement can lead to economically, environmentally, and socially sound strategies, but corporate management must be wary of the many and varied stakeholders who often have different perspectives that can threaten organizational goals. Therefore, it emphasizes the need to establish effective stakeholder management as an element in achieving organizational performance (Ladkin & Bertramini, 2015).

Theoretical Review

The Theory of Rational Planning

As a normative-prescriptive theory (Bell et al., 2018; Mintzberg and Lampel, 2013) rational planning is employed as the primary theory to be tested in this research because of the rationale laid out in the previous section. It is suggested that any planning activity, by all means, is a rational one (Alexander, 2014). Accordingly, planning has been interpreted as acting rationally (Faludi, 2013). With regard to its foundations, planning is seen at times as synonymous with decision-making (Mintzberg, 2014). The theory makes claims about comprehensive rationality (Dror, 2018; Faludi, 2013). It is premised on the existence of complete information about alternatives and consequences; complete baseline data; and completely sufficient time, capability and other resources (Bell et al., 2018; Forester, 2014; Lindblom, 2014; Steiss, 2013). Rationality is associated with a scientific approach to analysis and problem solving in the decision-making and planning context (Alexander, 1992). Rational planning comprises the basis for conventional strategic management in which formal strategic project implementation is central and decision-making is analytical (Andersen, 2014). The assumption of rationality dominates the strategic management literature (Dean and Sharfman, 2013). Rational, or classical (Joyce, 2015), planning theory considers strategy as: "a rational process of deliberate calculation and analysis, designed to maximize long-term advantage" (Whittington, 2014). Similarly, rational planning is described in its relation to strategy as follows: "It is characterized as a sequence of analytical, logical and rational procedures, followed precisely to formulate an intended strategy." (Collier et al., 2014, p. 18) According to the theory, strategy is formal, intended and deliberate and the planning process is unambiguous and rigorous (Boyne and Gould-Williams, 2013). It is at the same time highly analytical, mechanistic and linear. Formal strategic project implementation typically involves the employment of quantitative methods. It stipulates the centralization of systems and demands for high co-ordination and integration. It is a cyclical process, where the stages are reiterated once a plan is implemented and its period is completed. With similar premises to rational planning theory, a typical formal strategic project implementation process involves the following steps (Bryson, 2014; Poister et al., 2013). Awareness of current or candidate rivals (Bryson and Roering, 2017). Organizations carry out formal strategic project implementation in order to synchronize their activities and to act rationally (Mintzberg, 2014).

The proponents of formal planning argue that it helps with clarification of goals and objectives; facilitates communication of mission and goals throughout the organization and provides bottom-up staff support (Boyne, 2014; Poister and Streib, 2014).

The Theory of Incrementalism

Incrementalism is employed in this research as the alternative of the original theory of rational planning to interpret the evidence from the research. Tests the patterns of incrementalism in line with this aim. This section critically reviews incrementalism and completes the bi-partite conceptual framework by presenting its second pillar: the dimensions of incrementalism. Incrementalism provides a conceptual framework for explaining the drawbacks of rational decision-making and planning, such as in means-ends analysis in policymaking, and offers new insights for a better understanding of actual public decision-making and problem solving. Thus, it provides analysts with an alternative way of simplifying the analysis of complex policy problems (Mintzberg, 2014; Ring and Perry, 2015). It draws attention to the political nature of the internal and external environments of public organisations, which is generally overlooked by rational planners, highlighting the interplay between the two and how interactions, tensions, and partisanship lead to agreement on policies and co-ordination amongst various politically motivated agents (Lindblom, 2014; Quinn, 2010). Unlike rational planning, incrementalism has an ambiguous view of the goals and values of public organizations and claims thereupon that decisions are widely made in the absence of consensus and clearly defined objectives and values in the public realm (Lindblom, 2014). The theory asserts that public policymaking and analysis builds upon existing circumstances, gradually, in small, incremental degrees (Lindblom, 2014), and with a repetitive sequence of trial-and-error (Lindblom, 2014). Changes along with deeper understanding of policy issues do and should occur incrementally, according to this perspective (Braybrooke and Lindblom, 2014).

Resource-Based-View Theory (RBV)

This study is based on the resource-based view (RBV) as the preface for the viable competitive advantage and conservative wander which lies essentially inside the application of a bundle of beneficial unmistakable or intangible resources at the firm's transfer (Barney, 1991). To change over a brief run competitive advantage into a bolstered competitive advantage requires that these resources are heterogeneous in nature and not immaculately versatile. Effectively, this deciphers into vital resources that are not one or the other eminently

imitable nor substitutable without exceptional effort. Within the occasion that these conditions hold, the bundle of resources can keep up the firm's over ordinary returns.

Agreeing to this speculation, a competitive advantage can be fulfilled on the off chance that the current technique is value-creating, and not as of presently being executed by show or conceivable future competitors. In show disdain toward of the truth that a competitive advantage has the capacity to gotten to be upheld, as a rule not basically the case. Asset Based See perspective stresses that the resources of the company whether unmistakable or intangible like Brand title, assets, cash, client dedication, R&D capabilities are an basic firm resource that hold the potential for bolstered competitive advantage (Barney, (1991). An organization which is honest to goodness around competing inside the fast-changing markets and advancement must make things happen, it must move forward. On the off chance that it does not enhance, it dangers being surpassed by competitors. The asset based see is appropriate in this think about since it clarifies its capacity to convey economical competitive advantage and ventures when assets are overseen such that their results cannot be imitated by competitors, which eventually makes a competitive barrier.

Research Gaps

As already indicated in the introduction of this research problem, its overall was to identify gaps that this study will fill for better implication of strategic project implementation most studies emphasize project performance on top management. In researcher's view strategic project implementation must operate at two levels, that is top management and middle management, the first one provides the overall direction for the organization or project, for instance specifying the products or services the firm will make and the market it will pursue also establishing objectives to be achieved. The following level has to specify the details for implementing the project or organization's plans.

Therefore, strategic project implementation should consider the top and middle management levels. The reality to consider for the study is that strategic project implementation requires a high degree of diagnostic skills to provide insight regarding future situations and also application of exceptional foresight to discern what may be encountered on the way to the desired goals, those are opportunities, constraints, barriers and contingencies. It is strongly suggested that strategic

plans should be reacted in order to make the programming and budgeting systems truly effective instruments of the two levels of management. All in all, the government projects should put a strong emphasis on strategic project implementation not only to improve on the project performance of them but also to achieve the purpose for which the project was created.

The government has established structures for building through RDB a foundation for influence of strategic project implementation in project performance. And it has created a well done, long-term reform strategy that informs all of the country's short-term development goals. The government has worked to meet the effective strategic project implementation and project performance by streamlining regulatory processes involved in starting every step in public sector. Beyond undertaking legal and administrative reforms, the government has invested in training for professionals including lawyers and judges to ensure proper administration of the reforms. Recognizing the benefits of diverse knowledge base, Rwanda

Materials and Methods

The research was statistical survey; it is key role in statistics and data analysis. Descriptive and correlation, describes, compares, and measures data; it is also identify characteristics, frequencies, trends, and categories for strategic project implementation and performance of water for all projects in Rulindo district, Rwanda. The study was statistical survey and was useful in obtaining information on the current status of the phenomena to describe what exists (Natasha, 2011). It is an efficient way of collecting information from a large number of respondents. Very large samples are possible. Statistical techniques can be used to determine validity, reliability and statistical significance. Surveys are flexible in the sense that a wide range of information can be collected by researcher.

Target Population and Sample size

Population was the employees of Water For All without forgetting different promoters that have education in their hands which was comprised by 308 respondents. Kakooza (2015) said that population is a group of people of organization, objects or events, about which the researcher wants to, draw a conclusion. Thus, the researcher met the total number of 151 respondents that he/she was addressed the questionnaire where sample size was 151 respondents.

Data Collection Methods

Data collection is the systematic gathering of data using a specified scientific process (Cooper,

need to import technical experts from other countries, to replicate good practices and build capacity related with strategic implementation plan for achieving institutional objectives as well as success of the project. And the government has involved in strategic project implementation in the reform process and maintained an open line of communication to keep citizens, civil society and other (RDB Report 2014).

All these efforts are showing results in Rwanda's regulatory projects performance and Rwanda's dedication to public sector's reforms development, in triggering positive legal reforms, has contributed substantially to its overarching goal of promoting the effective strategic project implementation and the project performance with prosperity. This study aims to fill that gap. This chapter provides information from previous literatures regarding criteria of influence of strategic project implementation in project performance. This includes review of perspective of competitiveness towards a service offered.

Schindler, 2014). Poor selection of data collection methods affects the collected data. Research was used primary and secondary data.

Data Analysis

Data collected was analyzed using descriptive statistics because the data obtained in this study was quantitative. It uses correlations and regression analysis. According to Quang and Hong (2009), quantitative data are observations measured on a numerical scale. Results collect also was entered into the statistical analysis. This analysis indicated variations of the response in the sample, response to the various questions and variations among different groups. Presentation of the results and findings were in terms of tables and graphs.

Descriptive statistics

Descriptive statistics was used to describe the basic features of the data in the study in the tendencies and then replicated in tabular manner. It involved use of percentages, frequencies, mean and standard deviation.

Spearman (Pearson) correlation

Spearman (Pearson) correlation coefficient measures the extent to which, as one variable increases, the other variable tends to increase, without requiring that increase to be represented by a linear relationship. If, as the one variable increases, the other decreases, the rank correlation coefficients were negative. Statistical correlation is measured by what is called coefficient of correlation

(r). Its numerical value ranges from +1.0 to -1.0. It indicates the strength of relationship. In general, $r > 0$ indicates positive relationship, $r < 0$ indicates negative relationship while $r = 0$ indicates no relationship (or that the variables are independent and not related). Here $r = +1.0$ describes a perfect positive correlation and $r = -1.0$ describes a perfect negative correlation.

Closer the coefficients are to +1.0 and -1.0, greater is the relationship strength between the variables. As a rule of thumb, the following guidelines on strength of relationship are often useful (though many experts would somewhat disagree on the choice of boundaries). It was employed Statistical package for Social Sciences (SPSS) in processing and data examination of which informed the presentation of findings, examination and elucidation. The presentation was emphasized on

the hypothesis. Statistical treatment depends upon the problem, especially the specificity of data gathered. Data analysis was done based on descriptive statistics particularly means and standard deviation. The coefficient of determination, R^2 , was used to analyze how differences in one variable can be explained by a difference in a second variable. For example, when a person gets pregnant has a direct relation to when they give birth. More specifically, R-squared gives you the percentage variation in y explained by x-variables. The range is 0 to 1 (i.e. 0% to 100% of the variation in y can be explained by the x-variables). The R^2 is similar to the coefficient correlation, R. how strong is a linear relationship for two variables. R Squared is the square of the correlation coefficient, r (hence the term r squared).

4. Results

4.1 Descriptive Statistics on strategic plan for performance of Water for All projects

	N	Mean	Std. Deviation
It is important to acquire guidance on the vision from supervisory authorities of the strategy at Water for All projects	151	4.26	.885
It needs to built on the foundation of an overarching vision that it is meant to achieve	151	4.24	.936
It combines strategy, process, and action and include all parts of the project from scope to budget and beyond	151	4.24	.936
It outlines the steps of team to accomplishing a shared goal or objective of Water for All projects	151	4.24	.936
Valid N (listwise)	151		

Source: Primary Data (2024)

From the findings show that 'It is important to acquire guidance on the vision from supervisory authorities of the strategy at Water for All projects with mean of 4.26 and .885 standard deviation. This implies that that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the

respondents had different opinions of the statement. The second statement shows that "It needs to built on the foundation of an overarching vision that it is meant to achieve'where the respondents agreed with a mean of 4.24 and standard deviation of .936 and this indicated that the respondents agreed with the statement as indicated by the strong mean and

heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement shows that “It combines strategy, process, and action and include all parts of the project from scope to budget and beyond’ with mean of 4.24 and .936 standard deviation. This implies that that the respondents strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The fourth statement shows that “It outlines the steps of team to accomplishing a shared goal or objective of Water for All projects” where the respondents agreed with a mean of 4.24 and standard deviation of .936 and this indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

Table 1: Descriptive Statistics on monitoring strategy for performance of Water for All projects

	N	Mean	Std. Deviation
It is tracking progress and collecting information, project managers to identify issues early and make necessary corrections at Water for All projects	151	4.24	.936
Monitoring and evaluation are important tools for understanding whether a project or program is on track and achieving its objectives at Water for All projects	151	4.24	.936
Monitoring strategy provided more dynamic approaches leading to completion of desired projects at Water for All projects	151	4.24	.936
The monitoring strategy provided methods that led to efficient and effective achievement of project goals on desired objectives at Water for All projects	151	4.24	.936
Valid N (listwise)	151		

Source: Primary Data (2024)

All findings in this table indicated that for all statement the respondents agreed with a mean of 4.24 and standard deviation of .936 with the statement and this indicated that the respondents agreed with the statement as indicated by the

strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

Table 3. Descriptive Statistics on communication strategy for performance of Water for All projects

	N	Mean	Std. Deviation
Communication strategy increases success rates and improves the overall performance of Water for All projects	151	4.43	7.125
It can ensure the project stays on track, on time, and budget at Water for All projects	151	3.91	1.211
Effective communication strategy in project management helps in risk management at Water for All projects	151	3.91	1.207
Communication strategy ensures that all stakeholders are informed on the progress of the project, increasing beneficiaries satisfaction at Water for All projects	151	3.80	1.120
Valid N (listwise)	151		

Source: Primary Data, 2024

The findings in table 4.8 indicated that for the first statement that stated that “ Communication strategy increases success rates and improves the overall performance of Water for All projects” “the respondents agreed with a mean of 4.43 and standard deviation of 7.125 with the statement and this indicated that the respondents agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

The second statement evaluated that “It can ensure the project stays on track, on time, and budget at Water for All projects “where the respondents strongly agreed with a mean of 3.91and standard deviation of 1.211. “This indicated that the respondents disagreed with the statement as indicated by the weak mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement.

The third statement evaluated was “Effective communication strategy in project management

helps in risk management at Water for All projects” this was measured by a mean of 3.91 and standard deviation of 1.207. This indicated that the respondents are strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”. The last statement evaluated was “ Communication strategy ensures that all stakeholders are informed on the progress of the project, increasing beneficiaries satisfaction at Water for All projects” this was measured by a mean of 3.80 and standard deviation of 1.120. This indicated that the respondents are strongly agreed with the statement as indicated by the strong mean and heterogeneity of answers as indicated by the standard deviation where the respondents had different opinions of the statement”.

Conclusion

Strategic project implementation bodies is an fundamental instrument for arranging and estimating which positions the organization to meet requests and changes which might come up within

the course of releasing its administrations. This think about uncovers that, Rulindi district as a open institution contains a clear vital arrange which is verbalized to all of its workers at different levels and divisions inside the area. It uncovers that, the unequivocally understanding of components of different measurements of key administration hones demonstrate the viability and productivity of such arranging embraced by representatives and thus influences its execution of Water for All projects.

Recommandation

Based on the analysis discussed, the following recommendations are made so as to help the Water for All projects to enhance its operations. All factors of various dimensions of strategic plans and performance indicators should be put into the right perspective, so as to help the general workforce of the district to understand the main objectives and the strategic management practices in place to achieve objectives for fiscal years. This will enlighten the employees of the district to gear towards delivering services to enhance the general strategy and to raise its performance.

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Moreover, the factor In-depth program evaluation should be conducted as part of the strategic management practices. This includes assessment based on identified benchmarks for quality and specific outcomes and process whereby objectives are redefined, well communicated to staff and corrected when mistakes are committed. This enables the district to achieve a great measure on its strategic planning policy.

Again all the factors relative to leadership should be well articulated to management and staff of Water for All projects. This will help the employees to know and understand the style of leadership adopted for the operations and governance of the district and keep them focused in working towards achieving the objectives. It is also recommended that lines of communication between managerial and non-managerial staff should be improved in order to encourage and support the flow of information and feedback mechanisms. In addition to the above, set program goals and budgets should be properly communicated to staff for them to have a knowledge of Water for All projects goals and resources budgetary allocations.

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