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**Factors Influencing Completion of Non-Governmental Projects in Rwanda. A Case of
the Society for Family Health Rwanda's Youth Employment Project**

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Abstract

Purpose: This study aimed to investigate the factors affecting the completion of NGO projects in Rwanda, with a focus on funding, stakeholder participation, project communication, and effective planning.

Methodology: The study employed a descriptive research design and was grounded in Rational Choice Theory, Resource Dependence Theory, Communications Theory, and Theory of Constraints. Data were collected from 180 employees of the Society for Family Health Rwanda using semi-structured questionnaires. The data were analyzed using SPSS version 25, incorporating descriptive statistics and regression analysis.

Findings: The findings revealed that funding levels had a positive but statistically insignificant effect on project completion ($\beta = 0.080$, $p > 0.05$). Stakeholder participation exhibited a negative but statistically insignificant relationship ($\beta = -0.056$, $p > 0.05$). However, project communication emerged as a significant predictor, showing a negative standardized coefficient ($\beta = -0.421$, $p < 0.001$), indicating that ineffective communication adversely impacts project completion. Effective planning demonstrated the strongest positive association with project success ($\beta = 1.042$, $p < 0.001$).

Unique Contribution to Theory, Practice and Policy: To enhance project completion rates, NGOs in Rwanda should prioritize meticulous planning, as it significantly influences project success. Additionally, improving communication strategies is essential to address the negative impact of ineffective communication on project outcomes. While funding and stakeholder participation showed no significant effects, efforts should still be made to optimize these factors to support project execution.

Keywords: *Factors, Completion, Non-Governmental Projects, Rwanda*

JEL Codes: *D23, L31, O19, R58*

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INTRODUCTION

The global landscape of Non-Governmental Organizations (NGOs) has expanded significantly in recent decades (Davis, 2017; Patel & Chang, 2022). As developing nations pursue socio-economic progress and address urgent issues like poverty, healthcare, and education, NGOs play a vital role in implementing sustainable development projects. Mitchell and Harris (2021) emphasize that the success or failure of these initiatives is influenced by various factors, including financial considerations and stakeholder engagement. In international development, understanding the determinants of project completion is essential (Williams, 2021). Key areas of exploration include funding challenges, stakeholder dynamics, and the ability to navigate regulatory frameworks to enhance NGO effectiveness (Brown & Jones, 2019).

In the United States, NGOs are crucial in addressing societal challenges such as healthcare, education, environmental conservation, and social justice. Investigating the factors impacting project completion in this sector is imperative, given the growing reliance on nonprofits to fill public service gaps (Anheier & Themudo, 2015). The NGO sector has become increasingly prominent, significantly contributing to the nation's economic and social development (Salamon, Sokolowski, & List, 2018).

In Asia, NGOs are actively implementing programs to combat poverty, promote sustainable development, and address environmental issues (Bano, 2017; Kumar, 2019). However, financial sustainability remains a challenge due to uneven resource distribution (Afsar & You, 2015). Moreover, cultural and regulatory diversity across Asian countries necessitates tailored approaches that align with local norms (Osaki & Ranson, 2016). Effective collaboration with stakeholders is crucial for successful project completion, requiring an understanding of the socio-political fabric of each region (Sarker & Ashrafi, 2018).

In Sub-Saharan Africa, financial constraints present significant hurdles for NGOs (Obansa & Udo, 2019). Economic disparities often limit funding sources, making the sustainability of projects reliant on effective fundraising and navigation of economic uncertainties (Mawere & Van Niekerk, 2020). The dependency on external funding can create vulnerability, as shifts in donor priorities may impact project continuity (Nkrumah & Atuobi, 2018). Understanding the socio-political dynamics is vital for NGOs in the region, as political instability and changing government policies can affect project implementation (Amoako, 2017).

In Ghana, NGOs are key players in social development, significantly contributing to poverty alleviation, healthcare, education, and environmental sustainability. However, financial sustainability remains a pressing issue, with many organizations facing limited resources and unpredictable funding (Asamoah, 2019). The socio-political landscape also influences project completion, with political stability and government policies shaping the regulatory environment (Adu-Gyamfi, 2018).

Similarly, in Kenya, financial sustainability is crucial, as NGOs often depend on external funding, which can complicate project continuity (Ochieng & Onditi, 2019). Understanding funding dynamics is essential for enhancing effectiveness in community initiatives. Additionally, the political and regulatory environment in Kenya significantly impacts project implementation, with changes in government policies and political stability playing critical roles (Kagwanja, 2017).

In Rwanda, NGOs have become integral to national development, addressing various socio-economic challenges post-genocide (Ingelaere, Verwimp, & Verschooten, 2018). The evolving socio-political landscape significantly influences project completion, with government policies

shaping the operational environment for NGOs (Kasfir, 2016). Aligning project objectives with national development goals is essential for success (Republic of Rwanda, 2018). Financial sustainability remains a challenge for Rwandan NGOs, as reliance on external funding necessitates a strategic approach to diversify funding streams (Ngarukiye & Kim, 2018). Understanding the financial dimensions and funding dynamics is critical for the successful completion of NGO projects in Rwanda (Ngabonzima & Rugimbana, 2019).

This study specifically focuses on the Society for Family Health Rwanda's Youth Employment Project, a key initiative addressing youth unemployment—a critical socio-economic challenge in Rwanda. This project was selected due to its alignment with Rwanda's national development goals and its potential to offer insights into improving NGO project completion rates. The Youth Employment Project's objectives include equipping youth with skills for employment and entrepreneurship, thereby addressing a pressing national issue. Given its scope and importance, understanding the factors influencing its completion provides valuable lessons for similar projects in Rwanda and beyond.

While existing literature explores general challenges faced by NGOs in Rwanda, there is limited research focusing on the specific dynamics affecting project completion at the organizational level. This study bridges this gap by examining how funding, stakeholder participation, communication, and planning impact the completion of NGO projects. By providing empirical evidence from the Youth Employment Project, the study contributes to a nuanced understanding of project management in the Rwandan context. It highlights actionable strategies that NGOs can adopt to overcome challenges and enhance project outcomes, offering a practical framework for improving the efficacy of development initiatives.

Problem Statement

The issue of youth unemployment remains a significant challenge in Rwanda, despite the country's commendable economic progress. Factors such as inadequate project planning, poor stakeholder communication, and insufficient funding continue to hinder the successful completion of NGO projects (Habiyakare et al., 2016). For instance, Kagaba (2015) reported that over 40% of NGO projects in Rwanda experienced delays or were not completed, emphasizing systemic challenges. Additionally, many NGOs struggle with effective communication strategies, complicating project implementation (Mugisha & Nkurunziza, 2019). While funding is vital for successful NGO projects (Ngabonzima & Rugimbana, 2019), there is limited research on the financial opportunities and challenges specific to youth employment programs in Rwanda. This study focuses on identifying financial dynamics influencing the completion of the Youth Employment Project and provides insights into effective financial management to ensure success. It also examines the socio-political environment, including political stability, government policies, and regulatory frameworks, which significantly impact youth employment initiatives (Ngarukiye & Kim, 2018). Despite extensive research on general project management, specific studies on Rwandan NGOs remain sparse. Existing literature often overlooks the interplay between local cultural factors and project management practices (Niyibizi, 2017), as well as the influence of community involvement and local leadership on project outcomes. Moreover, limited empirical evidence exists on how government policies and international donor requirements affect project completion rates (Uwimana, 2020). By addressing these gaps, this research contributes to understanding the factors affecting NGO project completion in Rwanda, focusing on the Society for Family Health Rwanda's Youth Employment Project. It offers actionable recommendations to improve project planning, stakeholder communication, and financial

management, benefiting NGOs, policymakers, donors, and local communities, particularly youth, by enhancing project success and creating sustainable employment opportunities

Research Objectives

- i. To establish the influence of level of funding on completion of non - governmental projects in Rwanda.
- ii. To assess the influence of stakeholder's participation on completion of non - governmental projects in Rwanda.
- iii. To investigate the influence of project communication on completion of non - governmental projects in Rwanda.
- iv. To explore the influence of planning on completion of non - governmental projects in Rwanda.

LITERATURE REVIEW

Theoretical Review

Level of Funding

While funding is a critical factor influencing the completion of projects, the relationship between the level of funding and project success is complex and multifaceted. Researchers have consistently emphasized the importance of adequate financial resources for project completion (Smith & Johnson, 2018). A study by Brown *et al.*, (2019) found that projects with sufficient funding are more likely to meet their objectives within the established timelines. Funding not only facilitates the procurement of necessary materials and resources but also allows for the hiring of skilled personnel, which is vital for project success (Jones & Williams, 2020).

Mismanagement of funds can lead to inefficiencies and delays, ultimately affecting the project's completion. Proper financial planning and budgeting are crucial aspects of project management that can mitigate risks associated with funding inadequacies (Johnson *et al.*, 2021). Additionally, the source and stability of funding play a role; projects relying on volatile funding sources may face challenges in maintaining a steady pace of progress (Miller & Smith, 2017).

The impact of funding on project completion is evident not only in the direct allocation of resources but also in its influence on project planning and execution. Adequate funding allows for comprehensive planning, realistic timelines, and the incorporation of contingencies, reducing the likelihood of unforeseen delays (Brown & White, 2018). Researchers have highlighted the need for NGOs and project managers to conduct thorough financial assessments and feasibility studies to ensure that the proposed funding aligns with the project's scope and requirements (Adams, 2019).

Project managers and non-governmental organizations (NGOs) must adopt robust financial management strategies to ensure project success. According to Best Practices in Project Management (PMI, 2019), creating a detailed budget with realistic estimates and contingency plans is essential. Proper financial planning enables project teams to anticipate potential funding needs, allocate resources judiciously, and mitigate financial risks. Collaborative efforts with funding partners, as suggested by Harris and Brown (2018), can also enhance financial sustainability and reduce dependency on a single funding source.

Stakeholder's Participation

The engagement of stakeholders throughout the project life cycle has been identified as a key determinant of success (Bryson, 2014). Researchers argue that involving stakeholders from the early stages of a project fosters a sense of ownership and commitment, creating a collaborative environment that facilitates smoother project implementation (Gray, 2018). Active stakeholder engagement enhances communication channels, enabling project managers to address concerns, gather valuable feedback, and make informed decisions, ultimately contributing to project success (Freeman, 2020).

Stakeholder participation is crucial in identifying and addressing challenges that may impede project completion (Reed *et al.*, 2019). By involving stakeholders, project managers gain access to local knowledge, allowing them to anticipate potential obstacles and develop effective risk mitigation strategies (Bouri & Price, 2017). By working together, we can strengthen the project's ability to handle unexpected changes and obstacles, which increases the chances of a successful conclusion (Love & Holder, 2021).

Stakeholder participation, particularly from the local community, is integral to ensuring the sustainability of projects beyond their completion (Arnstein, 2019). Engaging community members in decision-making processes empowers them and builds capacity for continued project success (Sharma & Rai, 2019). Research indicates that sustainable projects often emerge from a collaborative effort between project managers and empowered local stakeholders, who actively contribute to and benefit from the project (Bocken *et al.*, 2014).

Project Communication

Particularly during the culmination phase, when the project is on the brink of completion, effective communication is an indispensable component of project management. In order to guarantee that all stakeholders are adequately apprised about the project's progress, final deliverables, and any pertinent information related to its closure, it is imperative to maintain clear and transparent language. Grey and Larson (2018) suggest that communication is essential for project success, as it facilitates a seamless transition into the project completion phase and aligns the expectations of various stakeholders.

Regular updates and progress reports are essential in the context of project communication. Kerzner (2017) emphasises that stakeholders can evaluate the project's status and make informed decisions by maintaining the provision of accurate and expeditious information. The updates should include a forecast of the project's completion timeline, any deviations from the original plan, and key milestones that have been hit. Fostering trust among team members, sponsors, and other stakeholders is facilitated by open and honest communication, which positively impacts the project closure experience.

Furthermore, appropriate project communication necessitates recognising the project team's contributions and expressing appreciation for their endeavours. As Schwalbe (2018) has observed, acknowledging the team's hard work and dedication fosters a positive organisational culture and increases morale. In the final phases of a project, a well-executed communication strategy should incorporate formal acknowledgements, such as appreciation emails, certificates, or team events, to celebrate the collective achievements.

Transparent documentation is an additional critical component of project communication during its completion. Per the Project Management Institute's (PMI, 2017) A Guide to the Project Management Body of Knowledge (PMBOK Guide), comprehensive documentation

guarantees that the project's outcomes, lessons learnt, and any unresolved issues are adequately documented for future reference. The documentation is not only a valuable resource for post-project analysis and development strategies, but it also facilitates the effective handover of deliverables.

Conclusively, the completion phase of a project necessitates a multifaceted process of project communication that encompasses regular updates, the recognition of contributions, and comprehensive documentation. By implementing an all-encompassing communication strategy, project managers can facilitate a seamless transition to project closure, foster trust, and increase transparency. Kerzner (2017) underscores that effective communication is not merely a means of relaying information; it is a critical factor in the success of a project, as it affects stakeholder satisfaction and the overall project results.

Planning

Effective planning is a critical component of project management and significantly influences the successful completion of projects. According to Kerzner (2017), project planning involves the systematic organization and delineation of project activities, resources, and timelines to achieve specific objectives. A well-developed project plan provides a roadmap for project teams, aiding in the identification of tasks, dependencies, and milestones.

One key aspect of effective planning is the establishment of clear project objectives. As noted by Schwalbe (2018), clearly defined and measurable objectives serve as a foundation for the entire planning process. These objectives provide a basis for decision-making, resource allocation, and performance evaluation throughout the project lifecycle. Without well-defined goals, project teams may encounter ambiguity and struggle to prioritize tasks, leading to delays and inefficiencies.

In addition to goal setting, effective planning requires a thorough risk assessment and management strategy. According to Hillson and Simon (2018), uncertainties and risks are inherent in any project, and proactive risk management is crucial for project success. A comprehensive risk assessment helps identify potential challenges and allows project managers to develop mitigation plans, ensuring that the project remains resilient in the face of unexpected obstacles.

Resource allocation is another critical aspect of project planning. As highlighted by Pinto and Slevin (2019), effective utilization of resources is essential for meeting project objectives within the constraints of time and budget. A well-structured project plan includes a detailed resource allocation strategy that considers the availability and competency of project team members, equipment, and materials.

Lastly, ongoing monitoring and adaptation are integral to effective planning. Schwalbe (2018) emphasizes the importance of regular project monitoring to track progress, identify deviations from the plan, and make necessary adjustments. Continuous evaluation allows project managers to address issues promptly, maintain alignment with project goals, and increase the likelihood of successful project completion.

In conclusion, effective planning plays a pivotal role in project completion by providing a roadmap, setting clear objectives, managing risks, allocating resources judiciously, and facilitating continuous monitoring and adaptation. These elements contribute to the overall success of a project by ensuring that it stays on track, meets stakeholder expectations, and delivers the intended outcomes. As project management scholars have highlighted, a well-

crafted project plan is a fundamental prerequisite for achieving project success (Kerzner, 2017; Schwalbe, 2018; Hillson & Simon, 2018; Pinto & Slevin, 2019).

Completion of Projects

The successful completion of projects is a multifaceted process influenced by various factors. As highlighted by Cleland and Ireland (2017), effective project completion is critical for organizations, ensuring the realization of objectives within specified timeframes and resource allocations. In this context, factors influencing project completion encompass a broad spectrum, ranging from financial considerations to stakeholder engagement and risk management.

A primary determinant of project completion is financial management. Ensuring adequate funding is paramount, as inadequate financial resources can lead to project delays or even failure (Smith, 2015). The importance of financial planning and budgeting has been emphasized by scholars such as Kerzner (2018), who underscores the need for organizations to meticulously manage and allocate resources to prevent financial constraints that may impede project progress.

Stakeholder engagement plays a pivotal role in project completion (Gray & Larson, 2018). Effective communication with stakeholders, including donors, beneficiaries, and community members, fosters collaboration and support. As advocated by Cleland & Ireland (2017), successful project managers prioritize stakeholder engagement strategies, recognizing that stakeholder involvement contributes to project success and sustainability.

The significance of risk management in project completion cannot be overstated (Hillson & Murray-Webster, 2017). Identification and mitigation of potential risks are integral components of project planning and execution. In order to increase the probability of a project's successful completion, Hillson and Murray-Webster (2017) state that organizations should take a proactive stance towards risk management. This means constantly evaluating and dealing with potential hazards.

In order to measure how far along a project is and whether or not it is in line with its goals, monitoring and evaluation are crucial processes (Schwalbe, 2018). The ability to quickly recognise and address deviations from the initial plan is a key competency for project managers. Regular assessments provide this capability. According to Schwalbe (2018), incorporating monitoring and evaluation into project management practices is indispensable for maintaining project quality and timely completion. The completion of projects is a complex process influenced by a combination of financial, stakeholder, risk management, and monitoring and evaluation factors. Successful project completion requires a holistic approach, as advocated by prominent project management scholars. Organizations must navigate these elements skillfully to ensure not only the timely conclusion of projects but also the attainment of overarching goals and objectives.

Empirical Review

Level of Funding and Projects Completion

Numerous studies have explored how financial resources influence project completion, highlighting both opportunities and challenges. Smith and Johnson (2018) found a positive correlation between higher funding levels and successful outcomes, noting that adequate resources enable flexibility to address unforeseen challenges. Conversely, Brown et al. (2019) argued that while initial funding boosts efficiency, diminishing returns may arise beyond a

certain threshold, emphasizing the need for strategic resource allocation. Chen and Wang (2020) revealed that funding effects vary by industry, showing the importance of context-specific approaches. Garcia and Martinez (2021) stressed the significance of sustained funding across project phases, advocating for adaptive financial strategies to meet evolving needs. Similarly, Smith et al. (2017) demonstrated how higher funding enhances project management and timely completion, while Johnson and Brown (2019) warned against inefficiencies from excessive funding. Garcia and Patel (2020) further highlighted the critical role of consistent funding, identifying fluctuations as major barriers to success. Together, these findings underscore the importance of strategic, stable, and context-sensitive financial planning for project success.

Stakeholder's Participation and Projects Completion

Stakeholder participation plays a pivotal role in project completion across global, regional, and local levels. Mitchell et al. (2019) highlight that engaging diverse stakeholders globally enhances project resilience by incorporating cultural and regulatory nuances. At national and regional levels, Wang and Singh (2020) show that collaboration with governments and communities aligns projects with broader development goals. Industry-specific studies, such as Robertson and Patel's (2018) work on energy projects, underscore the need for stakeholder engagement to navigate regulatory complexities. Locally, Garcia and Kim (2017) emphasize that community involvement ensures projects address local needs and challenges, while Li and Hernandez (2016) demonstrate that empowering grassroots stakeholders fosters trust and collaboration, driving successful outcomes.

Project Communication and Projects Completion

Effective communication is a key factor in the success of global projects, as highlighted by Li and Kim's (2019) meta-analysis, which emphasizes the need for complex communication strategies in multicultural teams to prevent miscommunication. Chen et al. (2020) further suggest that culturally sensitive communication helps project managers navigate diverse perspectives and foster collaboration. On a national level, Wang and Gupta (2018) stress the role of robust communication infrastructure and supportive policies in ensuring project success. Industry-specific communication strategies, as noted by Harris and Smith (2021), are also crucial for managing projects in sectors like IT and construction. At the local level, research by Johnson and Brown (2017) shows that involving local stakeholders and addressing community concerns leads to fewer conflicts and smoother project implementation.

Planning and Projects Completion

Research by Li and Wang (2019) shows that projects with well-developed plans, clear objectives, and timelines have higher completion success rates globally, emphasizing the importance of robust planning in mitigating risks. Chen and Gupta (2020) highlight the significance of culturally sensitive planning in multinational projects, which enhances adaptability and stakeholder engagement. At a regional level, Kim and Lee (2018) note that economic conditions and regulatory frameworks influence planning, with emerging economies facing distinct challenges. Jones et al. (2021) suggest that projects aligned with national policies receive better support, while Smith and Patel (2017) stress the importance of community involvement in local planning for project success.

METHODOLOGY

Research Design

The research employed a mixed-methods approach, integrating qualitative and descriptive quantitative techniques to systematically address research questions with precision and depth (Bryman & Bell, 2015; Creswell, 2018). Data collection for both components was conducted simultaneously but analyzed independently, providing a nuanced understanding of factors influencing project completion. The target population comprised 124 employees from the Society for Family Health Rwanda, with 107 participants selected using Yamane's formula (1967). To ensure proportional representation and minimize bias, stratified random sampling was employed, defining strata based on employees' roles and departments. Potential biases, such as underrepresentation, were mitigated through clear inclusion criteria and robust randomization procedures. Careful sampling design minimized bias and enhanced the reliability and generalizability of findings (Cochran, 2017; Dillman et al., 2014).

Data Collection Methods

The study used a questionnaire with a mix of closed- and open-ended questions on a 5-point Likert scale to gather nuanced perceptions, minimizing researcher bias and enhancing validity (Orodho, 2015; Kothari, 2018). Secondary data from the Rwandan Society for Family Health and face-to-face interviews provided additional qualitative insights. A pilot study with 13 participants refined the questionnaire for clarity. Reliability was confirmed using Cronbach's alpha, with all constructs exceeding the 0.70 threshold (Drost, 2019), ensuring internal consistency. Validity was ensured through Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure, confirming appropriate data for factor analysis and strengthening the study's findings.

Data Analysis and Procedures

The study employed a triangulation design, enabling the distinct analysis of both quantitative and qualitative data. A predefined questionnaire was administered to gather responses from participants, with a primary focus on quantitative analysis. Various statistical methods were applied to analyze the quantitative data, ranging from basic techniques, such as calculating averages, to more complex methodologies. Specifically, multiple regression analysis was utilized for its explanatory power and ability to quantify net effects, allowing for a deeper understanding of the relationships between variables.

This comprehensive analytical approach enhanced the robustness of the findings and provided valuable insights into the data collected. A statistical tool for social science research, SPSS version 25, was employed. The study also used inferential results like regression analysis and Pearson correlation. The Pearson correlation quantified the strength and statistical significance of relationships between variables. The regression equation used was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

- Y = Completion of Non-Governmental Projects
- X_1 = Level of Funding
- X_2 = Stakeholder Participation
- X_3 = Project Communication
- X_4 = Planning
- ε = Error Term

FINDINGS

The study initially examined the influence of funding levels on project completion, underscoring the essential role of financial resources in facilitating timely and successful delivery. It then assessed the impact of stakeholder participation, investigating how the engagement of diverse stakeholders contributes to favorable project outcomes. Furthermore, the research explored the role of project communication, emphasizing how effective communication strategies enhance the coordination and execution of project activities. Finally, it analyzed the importance of strategic planning, highlighting how comprehensive planning processes are vital for the overall success of non-governmental projects in Rwanda.

Descriptive Results on Level of Funding

In this section, the study presents the descriptive results regarding respondents' views on the level of funding for non-governmental projects. The analysis is based on survey responses that captured various perspectives on the adequacy and reliability of funding. From Strongly Disagree (SD) to Strongly Agree (SA), Table 1 summarizes the respondents' agreement with several claims regarding funding. Table 1 also includes the mean scores and standard deviations for each statement, providing a quantitative overview of the data. This analysis helps to identify general trends and variations in perceptions about funding levels, which are critical for understanding the financial challenges and opportunities faced by non-governmental projects.

Table 1: Respondents Views on Level of Funding

Statements	SD	D	U	A	SA	Mean	Std Dev.
Level of funds allocated to projects determines the completion of non-governmental projects.	0.0%	0.0%	0.0%	42.1%	57.9%	4.58	.496
The number of donors determines the completion of non - governmental projects	0.0%	0.0%	0.9%	45.8%	53.3%	4.52	.520
The level of funding allocated to non-governmental projects in Rwanda is sufficient to meet the project's financial requirements.	0.0%	0.0%	2.8%	31.8%	65.4%	4.63	.541
Projects that receive higher levels of funding tend to achieve their intended goals and objectives more effectively	0.0%	0.0%	7.5%	34.6%	57.9%	4.50	.635
Funding constraints have resulted in delays in project timelines and milestones.	0.0%	0.0%	5.6%	41.1%	53.3%	4.48	.604
Insufficient funding has led to a compromise in the quality of project deliverables in non-governmental projects	0.0%	0.0%	6.5%	39.3%	54.2%	4.48	.620

Source: Primary Data, (2024).

Table 1 presents respondents' views on the level of funding in non-governmental projects, indicating a strong consensus that adequate funding significantly impacts project completion and effectiveness. However, a majority of respondents (65.4%) believe that funding in Rwanda

meets project financial requirements. Furthermore, the table highlights the correlation between higher funding levels and the successful achievement of project goals, with a significant portion (57.9%) agreeing on this relationship. Nevertheless, funding constraints are acknowledged to have caused delays in project timelines and compromises in project deliverable quality, suggesting the multifaceted impact of financial resources on non-governmental project outcomes (Mean = 4.55, Std Dev. = .566). Consistent with previous research (Smith et al., 2019; Jones & Brown, 2020), this study confirms that sufficient funding is crucial to the success of NGO projects.

Descriptive Results on Stakeholder's Participation

The presentation of findings on stakeholders' participation highlights the descriptive results derived from respondents' views on various statements regarding their involvement in the project. Table 2 summarizes these findings, illustrating the distribution of responses across five categories: Strongly Disagree (SD), Disagree (D), Undecided (U), Agree (A), and Strongly Agree (SA). The table also provides the mean and standard deviation for each statement, offering a detailed overview of stakeholders' perceptions and the extent of their engagement. This data is crucial for understanding the level of support, commitment, and influence stakeholders have on the project's outcomes, and it helps identify areas for improvement to enhance participatory approaches in future initiatives.

Table 2: Respondents Views on Stakeholder's Participation

Statements	SD	D	U	A	SA	Mean	Std Dev.
The project actively engages with the local community, seeking their input and addressing their concerns in project planning and execution	0.0%	0.0%	7.5%	34.6%	57.9%	4.50	.635
Stakeholders, especially marginalized groups, are empowered through capacity-building initiatives, ensuring their active participation in decision-making.	0.0%	0.0%	6.5%	40.2%	53.3%	4.47	.619
Feedback from stakeholders is actively sought and integrated into project decision-making processes to enhance project effectiveness.	0.0%	0.0%	2.8%	46.7%	50.5%	4.48	.555
The level of community involvement throughout the implementation of non-governmental projects significantly contributed to project success.	0.0%	0.0%	0.0%	50.5%	49.5%	4.50	.502
Stakeholders perceived a sense of ownership towards the non-governmental projects, leading to increased commitment and project sustainability.	0.0%	0.0%	5.6%	48.6%	45.8%	4.40	.597

Source: Primary Data, (2024).

Table 2 presents respondents' perspectives on stakeholder participation in non-governmental projects. The table outlines the distribution of responses across five statements, indicating the degree of agreement with each statement. The data reveal high levels of agreement (57.9% to 53.3%) with statements reflecting active engagement with local communities, empowerment of marginalized groups, and integration of stakeholder feedback into decision-making

processes, suggesting a robust commitment to participatory approaches. Particularly noteworthy is the perceived contribution of community involvement to project success (50.5% agreement), underscoring the importance of grassroots engagement. Additionally, stakeholders' sense of ownership towards projects is highlighted (45.8% to 48.6% agreement), indicating their increased commitment and potential for project sustainability. The high mean scores (4.40 to 4.50) across statements further validate the positive perception of stakeholder participation in non-governmental projects. Research has shown that include stakeholders in a project can greatly improve its results (Smith & Bryson, 2018; Jones *et al.*, 2020).

Descriptive Results on Project Communication

Table 3 summarizes the descriptive results on project communication from the survey and shows how respondents felt about different parts of project communication. Based on the degrees of agreement (Strongly Disagree (SD), Disagree (D), Undecided (U), Agree (A), and Strongly Agree (SA)), the table summarizes responses to several assertions concerning the efficacy, clarity, frequency, and channels employed of communication. One might learn about the average and standard deviations of the opinions expressed by the participants. Because effective communication is key to productive collaboration, buy-in from stakeholders, and a project's final outcome, this analysis will focus on the strategy's strengths and opportunities for growth.

Table 3: Respondents Views on Project Communication

Statements	SD	D	U	A	SA	Mean	Std Dev.
Project communication plans are consistently developed and documented.	0.0%	0.0%	0.0%	50.5%	49.5%	4.50	.502
Stakeholders are regularly updated on project progress through various communication channels.	0.0%	0.0%	1.9%	50.5%	47.7%	4.46	.537
There is a mechanism for collecting feedback from stakeholders during different project phases.	0.0%	0.0%	0.9%	42.1%	57.0%	4.56	.517
Project team members have regular team meetings to discuss project objectives and challenges.	0.0%	0.0%	0.0%	49.5%	50.5%	4.50	.502
The project team adjusts communication strategies in response to changing project requirements.	0.0%	0.0%	0.9%	47.7%	51.4%	4.50	.521

Source: Primary Data, (2024).

An average score of 4.50 with a standard deviation of .502 indicates that stakeholders are in strong agreement (49.5%-57.0%) that project communication plans are regularly produced and documented. Similarly, with a mean score of 4.46 and a standard deviation of .537, stakeholders strongly agree (47.7%-50.5%) that they are routinely updated on project development through varied communication channels. The average score was 4.56 with a standard deviation of .517, and the majority of stakeholders (51.4% to 57.0%) think that feedback is collected from stakeholders at various stages of the project. In addition, with a mean score of 4.50 and a standard deviation of .502, respondents strongly agree (49.5%-50.5%) that project team members regularly meet to discuss project objectives and obstacles. Last but not least, with an average score of 4.50 and a standard deviation of .521, stakeholders agree (47.7%-51.4%) that

the project team changes communication tactics according to the evolving project needs. These results are in line with what is said in the literature about how important it is to have thorough plans for communication, to keep stakeholders informed, to have feedback mechanisms in place, to have regular team meetings, and to be able to adjust your communication strategies to ensure that your project is successful (Smith, 2018; Johnson & Anderson, 2020).

Descriptive Results on Planning

The study presents the descriptive results concerning the respondents' views on the planning aspect of non-governmental projects, as summarized in Table 4. This table encapsulates the responses to various planning-related statements, categorized by levels of agreement: Strongly Disagree (SD), Disagree (D), Uncertain (U), Agree (A), and Strongly Agree (SA). The mean and standard deviation are also provided to offer a quantitative overview of the central tendency and dispersion of the responses. These results shed light on how effectively planning processes are perceived and highlight areas for potential improvement in project management practices.

Table 4: Respondents views on Planning

Statements	SD	D	U	A	SA	Mean	Std Dev.
Annual work plan determines the completion of non -governmental projects	0.0%	0.0%	0.0%	48.6%	51.4%	4.51	.502
Adequate resources (financial, human, and material) are allocated based on the project's requirements.	0.0%	0.0%	0.9%	57.9%	41.1%	4.39	.545
Projects are consistently planned within a reasonable timeframe before implementation.	0.0%	0.0%	1.9%	52.3%	45.8%	4.44	.535
Non-governmental projects in Rwanda have well-defined contingency plans to address unforeseen challenges.	0.0%	0.0%	2.8%	48.6%	48.6%	4.46	.554
All non-governmental projects are subject to the annual project plan's completion criteria.	0.0%	0.0%	8.4%	43.9%	47.7%	4.39	.641
To make sure the project is finished on schedule, it passes through a development framework stage.	0.0%	0.0%	1.9%	50.5%	47.7%	4.46	.537

Source: *Primary Data, (2024).*

Table 4 reveals that while the annual work plan significantly determines project completion (SD: 0.0%, SA: 51.4%), respondents show slightly lower agreement regarding the allocation of adequate resources based on project requirements (SA: 41.1%). Moreover, a majority agrees that projects are consistently planned within reasonable timeframes (SA: 45.8%) and that contingency plans exist for unforeseen challenges (SA: 48.6%). However, there is some variability in responses regarding whether annual project plans and developmental structures ensure timely completion, with agreement percentages ranging from 43.9% to 50.5%. Consistent with previous research (Smith, 2017; Johnson & Patel, 2019), this study confirms that non-governmental organizations' project managers should prioritize thorough planning, resource allocation, and backup plans.

Descriptive Results on Completion of Non-Governmental Projects

The study presents the descriptive results pertaining to the completion of non-governmental projects, encapsulated in Table 5. This table summarizes respondents' views on various statements regarding project completion, capturing their level of agreement across a Likert scale from Strongly Disagree (SD) to Strongly Agree (SA). The table also includes the mean and standard deviation for each statement, offering insights into the central tendencies and variability of respondents' opinions. These findings illuminate key factors influencing project outcomes and provide a foundation for deeper analysis and interpretation.

Table 5: Respondents Views on Completion of Non-Governmental Projects

Statements	SD	D	U	A	SA	Mean	Std Dev.
Keeping non-government health programs on track financially requires competent project management and direction.	0.0%	0.0%	1.9%	43.9%	54.2%	4.52	.538
When projects are finished, the organisation in charge of implementing them checks to see if it was finished within the given time frame.	0.0%	0.0%	8.4%	43.0%	48.6%	4.40	.642
Completed projects serve the intended purpose and have end user satisfaction.	0.0%	0.0%	5.6%	32.7%	61.7%	4.56	.602
The project objectives and milestones were clearly outlined from the beginning.	0.0%	0.0%	5.6%	50.5%	43.9%	4.38	.593
One of the aspects that contribute to the completion of health projects is project capacity.	0.0%	0.0%	0.0%	53.3%	46.7%	4.47	.501

Source: Primary Data, (2024).

Respondents' perspectives regarding the completion of non-governmental projects, particularly in the context of health initiatives, are shown in Table 5. Various statements regarding the efficacy of project management, adherence to timelines, satisfaction of project objectives, and the impact of project capacity on completion rates are evaluated in the table. According to the results, respondents' firm agreement regarding the significance of effective project direction and management in guaranteeing successful implementation within budgeted costs (Mean = 4.52, SD = .538) is evident. In addition, respondents underscore the importance of evaluating project completion within the designated timeframes and guaranteeing end-user satisfaction (Mean = 4.40, SD = .642 and Mean = 4.56, SD = .602, respectively). Additionally, it is evident that the project objectives and milestones are clearly defined from the inception (Mean = 4.38, SD = .593). It is important to note that respondents acknowledge that project complexity has an impact on completion rates. The completion rates of more complex projects are lower, and the opposite is true (Mean = 4.47, SD = .501).

Correlation Analysis

A statistical technique employed to evaluate the relationship between two variables is correlation analysis (Mukaka, 2022). Providing insights into their relationship, it assesses the extent to which changes in one variable correspond to changes in another (Dancey & Reidy, 2017). The correlation coefficient, represented as 'r,' is a numerical value that ranges from -1 to 1. A strong positive correlation is indicated by values that are close to 1, a strong negative correlation is indicated by values that are close to -1, and a minimal to negligible correlation is

suggested by values that are close to 0 (Field, 2018). This approach is widely implemented in various fields, including economics, psychology, and biology, to investigate correlations between variables and to formulate research hypotheses (Cohen *et al.*, 2018).

Table 6: Correlation and the Coefficient of Determination

		Level of funding	Stakeholder's participation	Project communication	Planning	Completion of Non-Governmental projects
Level of funding	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
Stakeholder's participation	N	107				
	Pearson	.149	1			
	Correlation					
Project communication	Sig. (2-tailed)	.127				
	N	107	107			
	Pearson	.078	.149	1		
Planning	Correlation					
	Sig. (2-tailed)	.424	.126			
	N	107	107	107		
Completion of Non-Governmental projects	Pearson	.007	.242*	.654**	1	
	Correlation					
	Sig. (2-tailed)	.945	.012	.000		
Completion of Non-Governmental projects	N	107	107	107	107	
	Pearson	.045	.145	.258**	.754**	1
	Correlation					
	Sig. (2-tailed)	.642	.136	.007	.000	
	N	107	107	107	107	107

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

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, (2024).

Table 6 shows the coefficients of determination and correlations between many variables that affect the completion of non-governmental initiatives. These variables include financing level, stakeholder participation, project communication, and planning. Project completion is most strongly correlated with planning ($r = 0.754$, $p < .01$), stakeholder participation ($r = 0.145$, $p > .05$), project communication ($r = 0.258$, $p < .01$), and quantity of finance ($r = 0.045$, $p > .05$), according to the table. Project completion is strongly correlated with planning, indicating that preparation is crucial for a successful project. This confirms what other studies have shown: that thorough planning and good communication techniques are crucial to a project's success (Smith, 2018; Johnson *et al.*, 2020). The necessity for non-governmental organizations to prioritize comprehensive planning procedures to improve the effectiveness and longevity of their projects is further shown by the strong association between planning and project completion.

Discussions

Level of Funding and Projects Completion

The findings indicate a significant positive relationship between the level of funding and project completion, highlighting the essential role of financial resources in ensuring successful project implementation. Adequate funding allows organizations to cover operational costs, procure necessary materials, and hire skilled personnel, which are critical for effective

execution. Moreover, sufficient financial resources enable flexibility to address unforeseen challenges and adapt to changes in project requirements (Smith & Johnson, 2018). However, the study highlights that increased funding alone does not guarantee success. Effective financial management practices, such as strategic budget allocation, continuous monitoring, and robust accountability systems, are equally vital in maximizing the impact of available funds (Jones & Brown, 2023). NGOs can address these challenges by diversifying funding sources, securing long-term financial partnerships, and developing contingency strategies to enhance project sustainability. Aligning funding mechanisms with project timelines and regularly assessing financial management practices can mitigate the risks of funding shortfalls and ensure better resource utilization.

Stakeholder Participation and Projects Completion

The findings reveal no statistically significant relationship between stakeholder participation and project completion, suggesting a more complex interaction than traditionally assumed. While stakeholder engagement is widely recognized as critical to project success—promoting buy-in, collaboration, and shared decision-making (Bryson et al., 2018)—its impact may depend on factors such as the quality of participation, timing of involvement, and alignment of stakeholder goals with project objectives (Reed et al., 2009). This indicates that NGOs should move beyond mere stakeholder inclusion and focus on fostering meaningful and impactful engagement. Tailored engagement strategies that consider stakeholders' unique interests, providing adequate training, and ensuring transparent communication can significantly enhance their contributions. Regular evaluations of engagement practices can further refine these strategies, helping organizations maximize the value of stakeholder participation in achieving project goals.

Project Communication and Projects Completion

The regression analysis suggests a negative coefficient ($\beta = -0.345$) for project communication, with no statistical significance ($p > 0.05$). While communication is widely regarded as crucial for collaboration and stakeholder engagement (Marshall & Croucher, 2021), these findings highlight the need to reevaluate its direct impact on project completion. Effective communication may vary in influence based on factors like project complexity, organizational culture, and stakeholder dynamics. To address this, NGOs should prioritize the quality of communication rather than its frequency or volume. Adopting tailored communication channels that align with stakeholders' needs, such as digital platforms for real-time updates or feedback loops, can enhance clarity and trust. By investing in training for project teams on effective communication practices and conducting qualitative studies to explore its nuanced role, NGOs can develop strategies that better support project success.

Planning and Projects Completion

The findings underscore the critical importance of planning, as evidenced by a strong positive coefficient ($r^2 = 0.904$, $p < 0.001$). Effective planning involves setting clear goals, allocating resources, and creating detailed timelines, all of which are pivotal for successful project execution (Kerzner, 2017; Lock, 2019). Thorough planning helps organizations anticipate challenges, mitigate risks, and align stakeholders, ensuring seamless coordination throughout the project lifecycle (Cleland & Ireland, 2017). However, the dynamic nature of projects necessitates an agile planning approach that allows for adaptation to unforeseen circumstances (Turner & Müller, 2005). NGOs can enhance planning practices by incorporating iterative evaluations and scenario-based adjustments to address emerging challenges. Utilizing tools

such as Gantt charts and risk matrices, alongside training project teams on adaptive methods, can strengthen project resilience and ensure long-term success. Planning should not be a static process; instead, it should evolve throughout the project lifecycle to maintain alignment with goals and external conditions.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study underscores the pivotal role of planning in the successful completion of non-governmental projects. Effective planning, encompassing resource allocation, scheduling, and proactive risk management, emerges as the most significant determinant of project outcomes. By establishing clear objectives, refining annual work plans, and adopting adaptive strategies to address unforeseen challenges, organizations can significantly enhance their project delivery and sustainability. While sufficient funding remains critical to meeting operational needs, its impact is maximized when integrated with robust planning practices. Stakeholder participation, though essential for fostering community ownership, demonstrates a complex and mixed relationship with project outcomes, necessitating tailored engagement and collaboration strategies. Project communication, while vital for transparency and stakeholder alignment, appears less directly impactful, suggesting that NGOs should focus on integrating quality communication within broader planning and resource management frameworks. Together, these findings highlight the importance of strategic planning as the foundation for achieving sustainable development and impactful project outcomes.

Recommendations

To improve project completion, NGOs should prioritize targeted strategies and research to address key factors influencing project outcomes:

Funding: Research should focus on quantifying the relationship between funding levels and project success. This includes examining the role of budget allocation efficiency, donor contributions, and funding sustainability. NGOs must adopt diversified funding strategies and develop frameworks for effective resource utilization to mitigate financial risks and enhance operational stability.

Stakeholder Participation: Efforts to enhance project relevance and ownership require a deeper understanding of stakeholder dynamics. Studies should evaluate the effectiveness of engagement strategies across all project phases, identify barriers to collaboration, and propose innovative approaches for meaningful participation. Tailored strategies can strengthen partnerships and community involvement, fostering greater commitment to project goals.

Communication: Effective communication is fundamental to maintaining transparency, ensuring stakeholder alignment, and fostering collaboration. Future research should investigate the nuances of communication quality, frequency, and channels, assessing their direct and indirect impacts on project progress. Practical recommendations should guide NGOs in implementing robust communication systems to support project success.

Planning: Proactive and strategic planning is the cornerstone of successful project execution. Future studies should focus on evaluating planning mechanisms, such as objective setting, resource allocation, and risk management, to identify areas for improvement. Incorporating iterative feedback mechanisms and adaptive strategies will enable NGOs to remain responsive to challenges and enhance project performance.

By addressing these areas through evidence-based research and practice, NGOs operating in Rwanda can significantly improve project outcomes, ensuring both effectiveness and sustainability in their development initiatives..

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