

## Project Management Practices and Project Performance: A Case Study of Child Protection Project in Kamonyi District, Rwanda

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<https://doi.org/10.51867/ajernet.6.1.23>

### ABSTRACT

*The main objective of the study was to examine the effect of project management practices on performance of child protection project. The specific objectives of this study were to determine the effect of risk management on performance of child protection project, to assess the effect of stakeholder management on performance of child protection project, to examine the effect of communication on performance of child protection project and to analyze the effect of monitoring & evaluation on performance of child protection project in Kamonyi district. The theories that guided this study were the theory of constraints, theory of stakeholder, theory of self-interest and realistic evaluation theory. The study employed the descriptive and correlational research design. The target population was 178 people including project coordinator, project donors, project team members and project beneficiaries. The population was small and accessible; therefore, the census method was used to collect data. When collecting data, the researcher used the questionnaire and interview guide. The collected data was analyzed using qualitative analysis based on the answers of participants and quantitative analysis using descriptive statistics, correlational analysis, regression analysis employing SPSS version 25.0. The findings demonstrate that R-value of 0.228 indicates a positive correlation between the predictors (stakeholder management, risk management, communication and monitoring & evaluation) and dependent variable (Project performance). Regarding to the predictors, the result indicates that the association between stakeholder management and performance of child protection project in Kamonyi district is positive and no significant effect ( $\beta=0.041$ ,  $p\text{-value}=0.561>0.05$ ). Further, the relationship between communication and performance of child protection project in Kamonyi district is positive and no significant effect ( $\beta=0.026$ ,  $p\text{-value}=0.722>0.05$ ). Moreover, the relationship between risk management and performance of child protection project in Kamonyi district is positive and no significant effect ( $\beta=0.030$ ,  $p\text{-value}=0.673>0.05$ ). Lastly, the result shows that the association between M&E and performance of child protection project is positive and significant effect ( $\beta=0.173$ ,  $p\text{-value}=0.012<0.05$ ). Overall, this study found no significant impact of stakeholder management, communication, risk management on performance of child protection project in Kamonyi district. However, there is significant effect of monitoring & evaluation on performance of a child protection project in Kamonyi district. The study suggests to Child Protection Project to include policies for protecting children from risks, improving communication skills for better interactions with children, working closely with parents and caregivers, and creating a monitoring and evaluation plan with experienced staff. Further, Kamonyi district should partnering with NGOs for quality child protection, understanding risks, developing strategies, and focusing on early intervention and family support services to prevent families from needing further assistance.*

**Keywords:** Child Protection, Monitoring and Evaluation, Project Management Practices, Project Performance, Stakeholder Management

### I. INTRODUCTION

A project is task aimed at creating unique products or services within a specific endpoint, in line with the strategic objectives of an organization. The project team, led by a project manager, is responsible for planning, scheduling, tracking, and ensuring the successful completion of projects (Ogomegbunam, 2023). Project's underperformance is evident in terms of cost, time, value, scope, customer satisfaction, and strategic objectives. In this regard, effective project management practices are important for achieving better enhancing project performance.

Project management involves utilizing various stakeholder management, planning, risk management, monitoring & evaluation activities within a project, involving all parties to achieve project objectives, ensuring all parties are involved (Menon, 2024). According to Khrais and Alkhatib (2022) the project management is a tool that aligns project objectives with organizational goals, ensuring timely and budget-friendly project completion. It contributes to long-term objectives at various project like construction project, child protection project, gender equality project, women empowerment project through effective planning and execution.

In United Kingdom, Gibson (2020) noted that the parents used communication to improve the English system project. This means that the effective use of communication in a project ensures smooth and timely project execution,

fostering stakeholder engagement, improved decision-making, collaboration, and trust. Similarly, in China, Li and Yang (2024) noted that the project management practices improved child protection program performance by understanding the effectiveness of program providers and implementers. The study showed an importance of stakeholder management in the project performance. Moreover, in Australia, Wendt et al. (2021) confirmed that M&E and stakeholder management are just some actions that are performed regularly to achieve certain project results in the competing priorities in child protection project and domestic and family violence. This helps project managers to enhance the quality, ultimately leading to satisfaction of project beneficiaries needs.

In Africa, projects are seen as a competitive advantage in Africa (Rwelamila & Purushottam, 2012). Project management practices like monitoring & evaluation, project scope, managing risks, establishing clear communication ensure a successful project (Banihashemi et al., 2017). In Kenya, according to Rutto and Nyang'au (2024) emphasized the significance of effective project management principles in enhancing child protection project outcomes, emphasizing the need for strong project stewardship and tailored approaches. In addition, Isangha et al. (2024) noted that stakeholders' management like social workers and donors addressed various child protection issues in Nigeria. The study revealed that the stakeholders provided essential services like food, clothing, shelter, and counseling. In this regard, the management of stakeholders in project management is a factor in enhancing project performance. Bishu et al. (2018) added that risk management is relevant in child protection projects as it aids identifying risks to children. It is also relevant in social system alignment in Ethiopia. This help to avoid the children who face violence and abuse at home, school, and in their communities, with limited referral, case management, and justice services. In this way, the risk management is not about minimizing the risk of harm to children, safeguarding an organization's reputation, or preventing legal action. It's about fostering confidence in staff and volunteers to work with children, preventing harmful experiences for adults, and addressing risk in a structured manner.

Project management practices in Rwanda encompass a systematic approach to planning, organizing, and executing tasks aimed at delivering products or services effectively. The essential components of these practices include the clear definition of project scope, which outlines the boundaries and objectives of the project. Identifying deliverables is crucial, as it specifies the tangible outcomes expected from the project (Benimana, 2022).

### 1.1 Statement of the Problem

Project failure is often attributed to the various factors. For instance, Harnett (2024) stated that in Australia, child protection projects failure due to lack of risks management; the public contending or political involvement and tedious review process government agencies were the factors affecting the project in Taiwan (Yau & Yang, 2012); failed child protection project was due to high cost of technical management system in Nigeria (Oluwafemi, 2023); In Zimbabwe, limited finance and programs were the factors contributed to the child protection project failure (Chifodya, 2022).

In Rwanda, especially in Kamonyi district, the children are being in dangerous and child labour-related activities such as the minors were caught mining illegally after school in late evening in Kayenzi sector. Further, parents and guardians are frequently causing their children to feel scared or in danger through punishments and exposing them to domestic violence in Mugina sectors. In schools, the learners to uphold children's rights and oppose any form of violence against them, stating that such violations hinder children's development in GS Remera. Generally, the schools drop out in whole Kamonyi district.

Few studies have undertaken the project management practices and child protection project. For instance, Benimana (2022) examined social work interventions focusing on protecting children's rights, identified best learning from social workers' experiences. Further, Alice and Odhuno (2022) study explored the impact of project design on child welfare and safety, specifically the keeping children safety project, focusing on scope, budget, and risk design. In this regard, the researches are limited. To fill this gap, therefore, the current research sought to assess the effect of project management practices on performance of child protection project.

### 1.2 Research objectives

The present study aimed at achieving the following objectives:

- i. To analyze the effect of stakeholder management on performance of child protection project in Kamonyi district.
- ii. To inspect the effect of communication on performance of child protection project in Kamonyi district.
- iii. To survey the effect of risk management on performance of child protection project in Kamonyi district.
- iv. To analyze the effect of monitoring & evaluation on performance of child protection project in Kamonyi district.

### 1.3 Research Hypotheses

The study tested the following specific hypotheses:

*Ho<sub>1</sub>* There is no significant effect of stakeholder management on performance of child protection project in Kamonyi district.

*Ho<sub>2</sub>* There is no significant effect of communication on performance of child protection project in Kamonyi district.

*Ho<sub>3</sub>* There is no significant effect risk management on performance of child protection project in Kamonyi district.

*Ho<sub>4</sub>* There is no significant effect of monitoring & evaluation on performance of child protection project in Kamonyi district.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

This section presents the theoretical review such as theory of constraints, stakeholder theory, Realistic Evaluation approach and Self Interest Theory.

#### 2.1.1 Stakeholder Theory

Stakeholder Theory proposed by R. Edward Freeman in 1984. According to Freeman (1999) the stakeholder theory emphasizes the need for different approaches to understand organizations from the stakeholder's perspective. It the organization or companies should consider employees, customers, communities and other stakeholders. In addition, it supports that companies can make decisions that benefit or prevent harm to the community based on their analysis of community interests.

Researchers have highlighted the importance of stakeholder theory and project performance. According to Eskerod et al. (2015) stakeholder theory enriches project management as the stakeholder disappointment is a key issue in projects. The authors added that engaging more stakeholders can lead to greater satisfaction; it can distract from important stakeholders with critical resources; and it might raise expectations and create disappointment due to conflicting needs. Mishra and Mishra (2013) noted that stakeholder theory is widely used in management to study organizational environment, strategic management, ethics, business planning, e-government, project management, and environmental management. They added that stakeholders are viewed as key to enhancing information and communication technology and information system development. Further, McGahan (2023) stated that stakeholder theory helped in goals setting, needs setting. Organizations are seen as tools for stakeholders to achieve shared goals, defining value and purpose based on their own terms. Survival and profit rely on how effectively they meet these mutual aims.

The studies indicate that there is no agreement on which stakeholder management is best for project performance. Further research is needed on the importance of stakeholder management, as it is seen as an independent variable. The stakeholder theory helped explain how different stakeholder management acts as factors that affect project performance. Stakeholder theory helps project managers consider the needs of all parties in a project. It improves communication and relationships with stakeholders, strengthening project initiatives.

#### 2.1.2 Theory of Communication

Claude Shannon and Warren Weaver created communication theory in the 1940s. According to Fuchs (2019) communication theory studies how people share information, focusing on how signals convey meaning and adapt. Communication theory examines the processes through which individuals convey information and adjust their interactions based on various factors.

Craig and Xiong (2022) noted that communication theory is necessary to move away from a Western focus and connect with a global communication culture. A revised metamodel is proposed, incorporating Asian and Western communication traditions to encourage dialogue without creating an 'East versus West' divide. Finally, it offers critical reflections on this exploration and future possibilities. In this way, communication theory encompasses the study of verbal and non-verbal communication, the impact of context on message interpretation, and the role of technology in facilitating communication.

Fuchs (2019) explored how Henri Lefebvre's humanist Marxism can help build a critical theory of communication. It examines communication's role in Lefebvre's works, *The Production of Space* and *The Critique of Everyday Life*. His focus on human production in society can enhance critical communication theory, showing similarities with Raymond Williams' cultural materialism and foreshadowing the commodification of the communicative commons. Key insights include the importance of feedback in effective communication, the influence of cultural differences on message delivery and reception, and the significance of clarity and coherence in conveying ideas.

The theory is meaningful to explain the effect of communication on performance of child protection project in Kamonyi district as it highlights the dynamic nature of communication, where individuals continuously adapt their strategies to enhance understanding and connection with others. Overall, communication theory provides a framework for analyzing and improving interpersonal and group interactions.

### **2.1.3 Theory of Constraints**

The theory of constraints is developed by Eliyahu Goldratt in the 1980s. The theory focused on identifying and managing the constraints that limit the performance of a project. Project management involves managing constraints that hinder managers or team members from achieving their expected performance. The theory of constraints is further a methodology which helps project managers to identify the crucial limiting factor that stands in the way of achieving a goal (Ekleş & Türkmen, 2022). Oluwafemi (2023) noted that management involves coordinating and controlling ideas, materials, people, and issues, particularly when multiple tasks are performed simultaneously. It should focus on systematic study of organizational functions.

Project administration typically focuses completing these activities within expected timelines resulted in the project being delivered on set timelines. According to Zakaria et al. (2020) theory of constraints is a tool used in decision-making for quality surveying firms. It sees all processes in a system as connected. Identifying and addressing constraints is essential for continuous improvement. Further, Datt et al. (2024) noted that theory of constraints improved method in manufacturing but is still new for healthcare. This review guided researchers and academics interested in theory of constraints applications in healthcare. Janosz (2018) added that proper use of theory of constraints helps allocate financial resources efficiently among plants in a capital group. The author mentioned that theory of constraints method is applicable in various business sectors including metal and foundry industries, demonstrating its effectiveness in improving foundry performance through real-world examples.

The theory of constraints concerns with identifying, planning, analyzing, and removing constraints that limit throughput. Thus, this theory was used in this study because it supported the researchers to give an explanation of risk management variable and how it impacts on performance of child protection project in Kamonyi district.

### **2.1.4 Theory of change**

Carol Weiss popularized the term "Theory of Change" in 1995. It is a method for showing how a program works and its benefits. Apgar et al. (2017) noted that shared insights from an agricultural research program that utilized participatory action research and theory of change to enhance learning and promote change in aquatic agricultural systems. Theory of change is a process for assessing how actions lead to desired outcomes. It explains how an intervention produces results and shows the pathways from activities to outcomes.

Monaghan and King (2018) asserted that theory of change by consulting program planners and beneficiaries and mapping expected outcomes, the study found that theory of change offers valuable insights for programming and evaluation, even in changing situations. Further, Douthwaite et al. (2020) added that given the underinvestment in global mental health so far, it is crucial to find ways to enhance the effectiveness of current investments. Theory of Change is gaining attention from funders wanting to assess their impact. It serves as a framework that outlines the process through which a program or policy is expected to achieve its intended outcomes. It articulates the causal pathways and assumptions that link activities to desired results, providing a clear roadmap for implementation.

The theory was applied to elucidate the effect of monitoring & evaluation on performance of child protection project in Kamonyi district as it aids project managers, policymakers and practitioners in designing more effective programs by understanding their effectiveness in different contexts and adapting them to suit different circumstances. This structured approach not only facilitates planning and evaluation but also enhances accountability by clarifying the connections between actions and outcomes. Overall, a well-defined theory of change is essential for guiding effective program development and assessing its effectiveness over time.

## **2.2 Empirical Review**

An empirical review serves as a thorough analysis of different elements pertinent to a specific research study. By systematically evaluating relevant aspects, an empirical review aids in drawing meaningful conclusions and advancing knowledge within the field of study. This sections examines the studies related to stakeholder management, communication, risk management and monitoring & evaluation on performance of child protection project in Kamonyi district.

### **2.2.1 Stakeholder Management and Performance Child Protection Project**

A study by Rabechini et al. (2022) on the impact of stakeholder management and project management office on project results is significant in Brazil. The study examined the positive impact of stakeholder management on project outcomes, particularly project completion within predicted time and cost of project management office (PMOs). Result

was validated using data from 216 graduate program project management professionals who participated in a survey. It spotlights the meaningful of stakeholder management and project management office as crucial components for project success. However, the research was limited to Peruvian professionals, requiring future studies.

Nguyen and Mohamed (2021) study investigated the mediation effect of stakeholder management on the relationship between stakeholder characteristics and project performance in Australia. The research strategy to test relationships, utilizing data collection and analysis to conduct a deductive approach to testing theories. The stakeholder characteristics negatively impact project performance, with legitimate power and stakeholder interest affecting both quantitative and qualitative aspects. The study was limited on stakeholder management and the relationship between stakeholder characteristics and project performance.

Kimathi and Mungai (2024) explored how stakeholders engage and the performance of national government-funded child welfare projects in Nairobi County, Kenya. It specifically examined how managing and monitoring stakeholder engagement affects project performance. The study used a descriptive research design and targeted 150 people from six child welfare projects. The drop-off and pick-up-later method was used, with questionnaires collected after two weeks to give respondents adequate time to respond. The findings showed a strong significant relationship between managing stakeholder engagement and project performance, as well as a moderate relationship between monitoring stakeholder engagement and project performance. The study focused on the effect of the engagement of stakeholders on performance of child welfare project.

Nsengiyumva and Ogbe (2022) the study assessed the influence of stakeholder management engagement strategies on the project's performance in Rwanda. The study utilized descriptive and correlational research to investigate the correlation between stakeholder engagement practices and project performance. The study revealed that stakeholder engagement in project planning significantly reduced costs and improved project performance for Prime Cement Ltd.

### **2.2.2 Communication and Performance Child Protection Project**

A study by Almashhadani and Almashhadani (2023) study explored the use of English translations in project management to improve cross-cultural communication and project success in USA. It employed mixed-methods research approach. The methodology involved conducting questionnaires and interviews. It emphasized the significance of using English translations. It concluded that enhancing communication and promoting collaboration among diverse stakeholders significantly improved the success of cross-cultural projects. The study focused on communication and promoting collaboration.

Manuputty and Nursin (2023) study examined the role of communications management on project time performance in Indonesia. The study assessed factors influencing project communication on time performance. Further, strategies for improving it, using data from 38 respondents on a design-build project, including the owner, supervisor consultant, and contractor. The study centered on project communications, with the highest relative importance index value.

Akintelu et al. (2023) study explored the impact of effective project communication management. The construction industry significantly impacts the country, but project delays can cause issues. Effective communication is crucial for project performance, particularly time management. It utilized a simple random sampling technique for administering the questionnaire. The use of communication plans and mediums significantly impacts the time of project delivery. It studied based on communication strategy and communication medium were significantly enhanced the likelihood. The study focused project communication management.

A study by Celestin et al. (2022) examined the effectiveness of communication in study on electricity access roll-out project at Energy Development Corporation Limited and the Electricity Access Rollout Programme (EDCL-EARP) in Rwanda. The examination the impact of real communication on the performance and success in Rwanda. It utilized mixed method. The target population consisted of 47 employees from the EDCL-EARP team. The project communication strategies employed by Energy Development Corporation Limited and the Electricity Access Rollout Programme significantly contributed to the project success of Energy Development Corporation Limited and the Electricity Access Rollout Programme. It concerned on communication and project success.

### **2.2.3 Risk Management and Performance Child Protection Project**

Research by Rahman and Adnan (2020) studied the risk management and project in Finland's construction projects. It used a qualitative approach to identify project risk management processes, mitigation strategies, and performance measurement methods to achieve its goal. The study stated the impact of alliance contracts on risk management. The study was restricted to risk management, project management, and performance measurement.

Adamtey and Kereri (2023) study investigated the implementation of risk management strategies in residential projects across the country in USA. The focus is on the status, risk analysis techniques, barriers, and impact of the situation. Residential projects frequently encounter difficulties in implementing low-risk management. It concluded that

low implementation rate of 22.27% in risk management, but an increase in implementation is observed with project costs and durations.

Algremazy et al. (2023) study examined the implementation of risk management strategies in the construction sector in Libya. A study involving 250 company managers was conducted using questionnaires based on cluster sampling. The Smart-PLS program was utilized for data analysis through structured equation modelling. The study revealed association between risk management processes are integral to financial risk. The study demonstrated that effective RM significantly improve project performance.

Lambert and Kengere (2023) examined the impact of project risk management on the sustainability of manufacturing industry projects in Rwanda, specifically at Sulfo Industries Ltd. The descriptive design, combining both quantitative and qualitative methods used. The study revealed a noteworthy correlation between project risk management and the sustainability of a manufacturing industry project. The project centered on project risk management and the manufacturing industry project in Rwanda.

### **2.2.4 Monitoring & Evaluation and Performance Child Protection Project**

Ovcina and Arslanagic-Kalajdzic (2024) investigated the correlation between monitoring and evaluation and project implementation management system in Bosnia and Herzegovina. The financial monitoring significantly influences knowledge management processes like internalization, accumulation, and transfer, positively affecting project performance. The study concerned on monitoring and evaluation, project implementation and management system.

Waghmare and Singhal (2022) discussed the monitoring and evaluation framework for developing inclusive smart cities in India. Although urban investments have improved infrastructure and economic standards over the past thirty years, Indian cities are struggling with unequal development benefits. It proposes a multidimensional framework that moves beyond "pro-poor development" and analyzes 20 smart cities to identify gaps and relationships in inclusion factors. The study emphasized the importance of creating alternative development models for socio-economic transformation in these cities.

Waweru and Kimathi (2022) evaluated the impact of project monitoring & evaluation practices on the performance of national government water and sanitation projects in Kenya. The study found that effective project monitoring and evaluation planning significantly improve the performance of water and sanitation projects. The focus was on monitoring and evaluation planning and the performance of national government water and sanitation projects.

Harelimana and Umugwaneza (2024) studied on monitoring and evaluation (M&E) and Diary Community Processing Centre in Rwanda. The census technique is used to conduct interviews with the targeted population, based on their skills, knowledge, and expertise. The study evaluates the relationship between industrial development project monitoring and evaluation performance evaluation, revealing that monitoring is conducted monthly, quarterly, semi-annually, and annually, while evaluation occurs during baseline stage, mid-way, end term, and post-project stages. The study revealed correlation between monitoring and evaluation tools, indicators, and the monitoring and evaluation team and selected CPCs, rejecting the null hypothesis.

## **III. METHODOLOGY**

### **3.1 Research Design**

According to Semiz et al. (2022) the research design refers to the structured approach used in conducting an investigation. This study used the descriptive and correlational research design. The descriptive research survey design is an effective way to collect data on project management practices and performance. While, a correlation is method used to assess the relationship between two variables and the strength of the association (Ogomegbunam, 2023). This study used also a mixed methods approach, combining quantitative and qualitative data. The quantitative part involved identifying the topic, asking specific questions, and gathering data from many participants to measure variables. The qualitative part included interviews for additional insights. Statistical methods were used for unbiased analysis.

### **3.2 Population and Sampling**

The target population was 178 population who is involved in project, in Kamonyi district, where the child protection project is implementing. They included project coordinator, project sponsors, project implementers and project beneficiaries.

**Table 1**  
*Target Population*

District		Project management staff and beneficiaries	Project components	Total population
Kamonyi district	District	Project coordination	Promoting health and shelter	1
		Sponsors	Gender promotion Fighting malnutrition Access to education	2
	Mugina sector	Project implementers	Gender promotion	15
		beneficiaries	Promoting health and shelter	36
	Kayenzi sector	Project implementers	Fighting malnutrition	46
		Beneficiaries	Access to education	41
	Rukoma sector	Project implementers	Access to education	14
		Beneficiaries	Fighting malnutrition	23
<b>Total</b>				<b>178</b>

The table above shows that a total of 178 people, the project is comprised by promoting health & shelter, gender promotion, fighting malnutrition, access to education. It implemented in Mugina, Kayenzi and Rukoma sectors. The target population is composed by study 1 project coordination at district level, 2 sponsors, 15 project implementers and 36 beneficiaries at Mugina sector, 46 project implementers and 41 beneficiaries at Kayenzi sector and 14 project implementers and 14 beneficiaries at Rukoma sector.

**Table 2**  
*Summary of Respondents*

Population	Numbers	Sampling design
Project coordinator	1	Census method was applied
Project sponsor	2	
Project beneficiaries	100	
Project implementers	75	
<b>Total</b>	<b>178</b>	

The table above shows that a total of 178 people, this study conducted on 1 project coordination staff, 2 sponsors, 75 project implementers and 100 beneficiaries. Hence, the population was small and accessible, therefore the census method was applied.

### 3.3 Research Instruments

The data collection instruments utilized were documentary review, questionnaire and interview guide. According to Woodley (1981) documentary review involves examining a documentary, giving feedback, and making suggestions. The documentary review like books and scholars were used.

In addition, Lietz (2010) noted that a questionnaire is a set of questions used to gather information from respondents. The questionnaire was used. The questionnaires were designed using a scale method, consisting of a 5-point opinion scale (Likert scale Format). The Likert rating scale ranges from 1 to 5, where 1= strongly disagree, 2= disagree, 3=neutral, 4=agree and 5 strongly agree, to facilitate data analysis and minimize bias. The questionnaires were divided into two sections, where section A obtains respondents' background information and section B collects data related to the study objectives. This questionnaire tool was employed for quantitative data collection from project implementers and beneficiaries. The researcher ensured that all questionnaires distributed to respondents were returned promptly after completion, as this tool was used for data collection from project beneficiaries.

Furthermore, Naz et al. (2022) pointed out that an interview guide serves as a crucial tool for interviewers, providing a structured framework that outlines specific topics and questions to be addressed during the interview process. The study employed the interview guide in primary qualitative data collection from project coordinator and sponsors.

### 3.4 Data Analysis Methods

The data collection process involved both qualitative and quantitative methods, with qualitative data being data that approximates and characterizes. In this study, the qualitative data collected using interview. The qualitative data analyzed based on the responses. While, quantitative data analysis is the systematic use of statistical methods to describe,

summarize, and compare data (Monday, 2020). In this study, the quantitative data analyzed using descriptive and inferential statistics for summarization and interpretation.

#### IV. FINDINGS & DISCUSSION

The general objective of this study was to investigate the effect of project management practices on performance of child protection project, a case study of Kamonyi district. This section presents and analyzes data collected from respondents who have involved in the project.

**Table 3**  
*Questionnaire and Response Rate*

Questionnaire	Frequency	Percent
Returned and complete	175	98.3
Unreturned	2	1.1
Incomplete	1	0.6
<b>Total</b>	<b>178</b>	<b>100.0</b>

Table 3 indicates the response rate of questionnaire. Out of 178 respondents, the 98.3 of the respondents filled the questionnaires appropriately, as requested, then they returned and completed. However, 1.7% of the respondents were reluctant to fill the questionnaires and unsuccessfully completed.

**Table 4**  
*Demographics Distribution of Respondents*

Demographics	Options	Responses	
		Frequency	Percentage
Age	18-30 years	41	23.8
	31-40 years	32	18.6
	41-50 years	78	45.4
	51 years and above	21	12.2
	Total	172	100.0
Gender	Male	100	58.1
	Female	72	41.9
	Total	172	100.0
Education qualification	Certificate	86	50.0
	Diploma	49	28.5
	Bachelor	32	18.6
	Master	5	2.9
	Total	172	100.0
Work experience	Less than 2 years	30	17.5
	3-5 years	96	55.8
	6-10 years	33	19.2
	11-15 years	10	5.8
	16 years and above	3	1.7
	Total	172	100.0
Marital Status	Single	35	20.3
	Married	121	70.3
	Divorced	2	1.2
	Widow(er)	14	8.2
	Total	172	100.0

Table 4 indicates findings about age group of respondents. The researcher asked this question due to potential differences in individuals' knowledge and experience on project management practice and performance of child protection project vary by age. The majority of respondents in the age group of 41-50, indicating 45.4% of respondents. The work experience and maturity of this group age may significantly influence their perceptions of the project management practices. Further, 23.8% of respondents were aged between 14-30 years, 18.6% were aged between 31-40 years while only 12.2% were aged 51 years of age and above. The research shows a dominated responses by

experienced, mature individuals who are knowledgeable about project management practices and have experience in enhancing performance in their respective tasks.

Regarding the gender of respondents, Out of 172 respondents, 41.9% were male, while 58.1% were female. This implies that child protection project is a female dominated field. The study emphasizes the importance of understanding the gender diversity among participants to identify potential differences in the perception and utilization of project management practices. This indicates that the gender equality promotion was occupying major tasks in the projects.

Among 172 respondents, 50.0% of the respondents were under diploma, while 28.5% of respondents had attained a diploma and 18.6% of the respondents had reached bachelor's degree level. Only 2.9% had master degree. The workforce's educational background is diverse, with most having a bachelor's degree. This may enhance their ability to comprehend the intricate relationship between project management practices and child protection project in Kamonyi district.

Considering the findings about work experience in project. Among 172 respondents, 17.5% have less than 2 years of experience, 55.8% fall within the 3-5 years' experience range, 19.2% have 6-10 years and 1.7% have 16 years and above of professional background. Majority group (the 3-5 years' experience) indicates a workforce with a significant proportion of individuals with potential for a well-balanced team, with mid-level professionals bringing seasoned knowledge and fresh perspectives.

The findings about marital status of respondents. This information is meaningful as marital status, whether married or unmarried, is linked to various health outcomes, including physical and mental health. The marital status significantly influences child protection, as it can influence the environment a child grows up in. Among 172 respondents, the majority of respondents (70.3%) were married, 20.3% were single. Similarly, 8.2% and 1.2% of respondents were widow(er) and divorced respectively.

**Table 5**

*Descriptive Statistics on Stakeholder Management and Performance of Child Protection Project in Kamonyi District*

Statements	Mean	Std. Dev.
The stakeholder identification is done	4.50	.753
The stakeholder feedback is well captured and analyzed for project implementation	4.30	.803
Managing of stakeholder reflects the beneficiaries needs and stimulate the people's interest in project	4.41	.755
Communication strategy is developed to address and maintain the information sharing	4.29	1.019
Management enables the stakeholders based on the beneficiaries needs	4.33	.764
<b>Overall</b>	<b>4.36</b>	<b>.818</b>

Table 5 presents the descriptive findings on the effect of stakeholder management on performance of child protection project in Kamonyi district. The majority of respondents agreed that stakeholder identification is done, as indicated by a very high mean score of 4.50. This indicates a very strong positive agreement among the respondents. The standard deviation of 0.753 indicates heterogeneity in responses among participants. Similarly, respondents expressed agreement that the stakeholder feedback is well captured and analyzed for project implementation, with a very high mean score of 4.30, indicating a very strong positive agreement. The standard deviation of 0.803 indicates a relatively heterogeneous response pattern.

Furthermore, the very high mean score of 4.41 for the statement that managing of stakeholder reflects the beneficiaries needs and stimulate the people's interest in project indicates a very strong positive agreement among respondents. However, the standard deviation of 0.775 highlights some heterogeneity in responses, signifying a broad statement that encompasses a diverse range of opinions. On the statement that the communication strategy is developed to address and maintain the information sharing with very high mean score of 4.29 indicates strong positive agreement, but the standard deviation of 1.019 shows heterogeneity in responses. The statement about management enables the stakeholders based on the beneficiaries needs got a very high mean score of 4.33, indicating a very strong positive agreement and the standard deviation of 0.764 highlights heterogeneity in opinions among respondents.

Overall, the high mean of 4.36 for the combined statements indicates a very strong positive perception that there is effect of stakeholder management on performance of child protection project in Kamonyi district, with a standard deviation of 0.818, indicating some heterogeneity in opinions among the respondents. The findings are supported by a study of Mashali et al. (2023) asserted that stakeholder management significantly impacted an organization's reputation and success, as engaged stakeholders become advocates negative perceptions, potentially damaging the organization's reputation.

Regarding to interview in relations of the effect of stakeholder management on performance of child protection project in Kamonyi district. Participants reported

*“The stakeholders in child protection project are parents, children, caregivers, school board members, administrators and social service providers. Further, engaging stakeholders effectively leads to better achievement of time, scope, quality, cost, and other targets. Lastly, both direct and indirect stakeholders are crucial in project implementation. This signifies project is benefiting directly or indirectly benefit from its performance”.*

**Table 6**

*Descriptive Statistics on the Effect of Communication on Performance of Child Protection Project in Kamonyi District*

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
Stakeholders believe that meetings are meaningful to agree the project deliverable	4.19	.795
Project manager keeps all stakeholders to date with regular emails	4.09	.893
Before planning a meeting, the project manager communicates with stakeholder using telephone contact to negotiate and agree on specific meeting day	4.22	.827
While manager often talks to the teams using video conference to understand the current scenario of project	4.26	.769
The project manager receives feedback from all stakeholder using text message	4.28	.862
<b>Overall</b>	<b>4.34</b>	<b>.801</b>

Descriptive findings presented in the Table 4.9 were about the statements of the effect of communication on the performance of a child protection project in Kamonyi district. Respondents agreed with the statement that stakeholders believe that meetings are meaningful to agree the project deliverable, as indicated by the mean score of 4.19 (SD = 0.795). The high mean indicates strong positive agreement, while the standard deviation reveals heterogeneity in responses. Additionally, respondents posited agreement that project manager keeps all stakeholders to date with regular emails with a mean score of 4.09 (SD = 0.893). The high mean indicates very strong positive agreement, while the standard deviation reveals heterogeneity in response among respondents.

Furthermore, the very high mean score of 4.22 (SD = 0.827) for statement that before planning a meeting, the project manager communicates with stakeholder using telephone contact to negotiate and agree on specific meeting day. The data indicates very strong positive agreement among respondents, with some heterogeneity in opinions indicated by a standard deviation. Similarly, the statement that while manager often talks to the teams using video conference to understand the current scenario of project with a very high mean score of 4.26 indicating a very strong positive agreement, and standard deviation of 0.769 indicating heterogeneity in response among respondents. Lastly, for the statement that the project manager receives feedback from all stakeholder using text message, the project manager regularly evaluates project activities for improvement, the high mean score of 4.28 (SD = 0.862) indicates a very strong positive agreement, while the standard deviation reveals some heterogeneity in responses.

Overall, the high mean of 4.34 for the combined statements indicates a very strong positive perception that there is effect of communication on performance of child protection project in Kamonyi district, with a standard deviation of 0.801, indicating some heterogeneity in opinions among the respondents. The findings are supported by Akintelu et al. (2023) asserted that study effective project communication management impacted on construction project. The author added that the use of communication plans and mediums significantly impacts the time of project delivery.

Referencing to the interview, the participants were asked to give their opinion about effect of communication on performance of child protection project in Kamonyi district. The participants said

*“We ensure that all stakeholders have a clear understanding of their involvement in the project and we actively listen to stakeholders. Further, through communication, they communicate a clear and concise message. Moreover, we possess clear and concise communication skills, ensuring their key messages are communicated in a simple, direct, and understandable way, without jargon or technical terms that may confuse stakeholders”.*

**Table 7**

*Descriptive Statistics on the Effect of Risk Management on Performance of Child Protection Project in Kamonyi District*

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>
Potential risks are identified and assessed in methodical ways	4.35	.791
The project has a defined or standard risk management several analysis	4.46	.790
All project personnel have an understanding risk and risk monitoring	4.34	.826
There is a response policy or control guideline that recommends how to manage unexpected uncertainties	4.41	.740
There is a responsible person assigned and reported to handle risk when it occurs	4.33	.858
<b>Overall</b>	<b>4.37</b>	<b>.801</b>

Table 7 presents the descriptive findings on the effect of risk management on performance of child protection project in Kamonyi district. Respondents agreed that potential risks are identified and assessed in methodical ways, the very high mean score of 4.35 indicates a very strong positive agreement, and the standard deviation of 0.791 shows heterogeneity in responses among participants. Similarly, the statement that the project has a defined or standard risk management several analysis with a very high mean score of 4.46 signifies a very strong positive agreement, and standard deviation of 0.790 indicating a heterogeneity in opinions among respondents. Further, respondents agreed for all project personnel have an understanding risk and risk monitoring, with a very high mean score of 4.34 designates a very strong positive agreement, and standard deviation of 0.790 indicating a heterogeneity in opinions among respondents.

Additionally, respondents strongly agreed that there is a response policy or control guideline that recommends how to manage unexpected uncertainties, as reflected in the very high mean score of 4.41, indicating a very strong positive agreement; the standard deviation of 0.740 shows heterogeneity in opinions. Furthermore, numerous respondents strongly agreed that there is a responsible person assigned and reported to handle risk when it occurs, as evidenced by the very high mean score of 4.33, indicating a very strong positive agreement; however, the standard deviation of 0.858 highlights some heterogeneity in opinions among participants.

Overall, the high mean of 4.37 for the combined statements indicates a very strong positive perception that there is effect of risk management on performance of child protection project in Kamonyi district, with a standard deviation of 0.801, indicating some heterogeneity in opinions among the respondents. The findings are supported by Adamtey and Kereri (2023) asserted that low implementation rate of 22.27% in risk management, but an increase in implementation is observed with project costs and durations. Further, Algremazy et al. (2023) added that the effective risk management practices significantly enhance project success, and increased awareness of quality management risks was particularly encouraging.

On the other hand, according to the opinions of participants in the interview, they were sked how the uncertainties were handled during project implementation. To respond this, the participant stated that

*“To effectively manage uncertainty, firstly, we have to understand its origin on project. Secondly, we select a project management methodology that is appropriate for the project context and level of uncertainty. Lastly, we incorporate change and flexibility into projects as these elements are inherent in any project, particularly in uncertain environments”.*

**Table 8**

*Descriptive Statistics on the effect of Monitoring & Evaluation on performance of child protection project*

Statements	Mean	Std. Dev.
Monitoring & Evaluation helps to identify problems and provide the solutions	4.29	.870
There are time and resource for Monitoring & Evaluation implementation (M&E design)	4.20	.863
Visiting sites in Monitoring & Evaluation aid in acquiring sufficient data basis for project modification	4.26	.842
Monitoring & Evaluation feedback are captured and analyzed for project	4.41	.786
Information regarding the project can be disseminated to the stakeholders through Monitoring & Evaluation report	4.22	.855
<b>Overall</b>	<b>4.27</b>	<b>.843</b>

Descriptive findings presented in the Table 8 were about the statements of the effect of monitoring and evaluation on the performance of a child protection project in Kamonyi district. Respondents agreed with the statement that Monitoring & Evaluation helps to identify problems and provide the solutions, as indicated by the mean score of 4.29 (SD = 0.870). The high mean indicates strong positive agreement. While the standard deviation reveals heterogeneity in responses. Additionally, respondents posited agreement that there are time and resource for Monitoring & Evaluation implementation (M&E design), with a mean score of 4.20 (SD = 0.863). The high mean indicates very strong positive agreement, while the standard deviation reveals heterogeneity in response among respondents.

Furthermore, the very high mean score of 4.26 (SD = 0.842) for statement that visiting sites in Monitoring & Evaluation aid in acquiring sufficient data basis for project modification. The data indicates very strong positive agreement among respondents, with some heterogeneity in opinions indicated by a standard deviation. Similarly, the statement that while manager often talks to the teams using video conference to understand the current scenario of project with a very high mean score of 4.41 indicating a very strong positive agreement, and standard deviation of 0.786 indicating heterogeneity in response among respondents.

Lastly, for the statement that Information regarding the project can be disseminated to the stakeholders through Monitoring & Evaluation report, the high mean score of 4.22 (SD = 0.855) indicates a very strong positive agreement, while the standard deviation reveals some heterogeneity in responses.



Overall, the high mean of 4.27 for the combined statements indicates a very strong positive perception that there is effect of M&E on performance of child protection project in Kamonyi district, with a standard deviation of 0.843, indicating some heterogeneity in opinions among the respondents. The findings are supported by Harelimana and Umugwaneza (2024) asserted the relationship between industrial development project monitoring and evaluation performance evaluation, revealing that monitoring is conducted monthly, quarterly, semi-annually, and annually, while evaluation occurs during baseline stage, mid-way, end term, and post-project stages.

Referencing to the opinions of participants in the interview on how monitoring and evaluation affects performance of child protection project. Participants reported

*“We know that the monitoring and evaluation serve as utilized techniques achieve of projects goals. In addition, the monitoring and evaluation are crucial tools for identifying potential problems in a project, adjusting strategies or resources accordingly, and ensuring the project is on track and achieving its objectives”.*

**Table 9**

*Descriptive Statistics on Performance of Child Protection Project in Kamonyi District*

Statements	Mean	Std. Dev.
The project tasks are performed within the timeliness set	4.48	.737
The project tasks are performed to the agreed cost set	4.31	.712
The project tasks are performed within the standard quality	4.18	.792
The project tasks are performed to the agreed scope set	4.27	.773
The project tasks are important to the beneficiaries	4.17	.957
<b>Overall</b>	<b>4.40</b>	<b>.790</b>

Table 9 provide findings into the performance of child protection project in Kamonyi district. Respondents agreed that the project tasks are performed within the timeliness set (with a mean score of 4.48 and a standard deviation of 0.737). The high mean indicates very strong positive agreement, and the standard deviation shows some heterogeneity in responses among participants. Similarly, respondents expressed agreement that the project tasks are performed to the agreed cost set (with the mean score of 4.31 and a standard deviation of 0.712). The high mean indicates very strong positive agreement, and the standard deviation indicates some heterogeneity in opinions.

Furthermore, participants agreed that tasks are performed within required quality (with a mean score of 4.18; the standard deviation of 0.792). The very high mean indicates a very strong positive agreement and the standard deviation shows heterogeneity in responses among respondents. Additionally, respondents expressed that the project tasks are performed to the agreed scope set (with the mean score of 4.27 and a standard deviation of 0.773). The high mean indicates a very strong positive agreement, and the standard deviation indicates some heterogeneity in opinions among participants. Moreover, participants agreed that the project tasks are important to the beneficiaries (with a mean score of 4.17 and a standard deviation of 0.957), indicating a very strong positive agreement and a heterogeneous response pattern.

Overall, the high mean of 4.40 for the combined statements indicates a very strong positive perception that there is performance of child protection project in Kamonyi district, with a standard deviation of 0.790, indicating some heterogeneity in opinions among the respondents. The findings are supported by Harnett (2024) asserted that project performance is achieved when the cost budget is met, technical quality standards are met, customization is achieved, safety is met, and delivery is met. The project is primarily determined by its performance criteria, which include cost, time, and quality.

According to the interview, participants share their agreement about how does project is well performed. Participants noted

*“We share a strongly focused on continuous improvement and requires disciplined and consistent performance evaluation. This requires reliable data to compare outcomes with estimates, enabling learning from experience and enhancing learning from experience. In addition, the realistic evaluation theory can be applicable because it used in identifying efficient and unproductive elements, as well as related variables, for reproducing interventions in other fields, providing a comprehensive understanding of project functioning”.*

**Table 10**

*Model Summary*

Model	R	R square	Adjusted R square	Std. Error of the estimate
1	.228 <sup>a</sup>	.052	.029	.35869

a. Predictors: (Constant), Stakeholder Management, Risk Management, Communication, Monitoring & Evaluation

Table 10 presents the Model Summary for the regression analysis. The R value of 0.228 indicates a positive correlation between the predictors (stakeholder management, risk management, communication and monitoring & evaluation) and dependent variable. The R Square value of 0.052 signifies that approximately 5.2% of the variability in the performance of child protection project in Kamonyi district can be explained by the independent variables in the model.

**Table 11**  
ANOVA

Model		Sum of Square	df	Mean square	F	Sig.
1	Regression	1.175	4	.293	2.283	.063 <sup>b</sup>
	Residual	21.486	168	.127		
	Total	22.661	172			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Stakeholder Management, Risk Management, Communication and Monitoring & Evaluation

Analysis of Variance in the Table 11 designates the F-statistic in regression model. It assesses the overall significance in regression model and it is evaluated by determining if there is a significant difference between the model and its predictors (risk management, stakeholder management, communication and M&E) and the performance of child protection project in Kamonyi district. From the findings in the Table 11, the result for the model and indicates that the overall model is no significant, that is, risk management, stakeholder management, communication and monitoring & evaluation are joint variables for performance of child protection project (F= 2.283, p-value=0.063>0.05). All independent variables were no significantly influenced changes in performance of child protection project, with a p-value of 0.063, above the critical 0.05 level.

**Table 12**  
Coefficients

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.124	.504		6.198	.000
	Stakeholder management	.041	.071	.045	.577	.561
	Project communication	.026	.074	.029	.351	.722
	Risk management	.030	.070	.033	.428	.673
	Monitoring and Evaluation	.173	.068	.207	2.544	.012

a. Dependent Variable: Project performance

Summary of model was presented as follows:

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

Therefore, Project Performance= 3.124+0.041 (stakeholder management) +0.026 (communication) +0.030 (risk management) +0.173 (monitoring & evaluation) +0.504

Table 12 presents the coefficients for the regression model predicting the performance of child protection project in Kamonyi district based on the predictors stakeholder management, communication, risk management, and monitoring & evaluation. The constant term has an unstandardized coefficient (B) of 3.124 with a standard error of 0.504 (p = 0.000>0.05).

Regarding to the predictors, result indicates that the association between stakeholder management and performance of child protection project in Kamonyi district is positive and no significant effect (beta=0.041, p-value=0.561>0.05). For every-one unit increase in stakeholder management leads to increase performance of child protection project by 0.041 unit. The hypothesis, there is no significant effect of stakeholder management on performance of child protection project in Kamonyi district. This hypothesis is accepted because the p-value of 0.561 is greater than 0.05.

Further, the relationship between communication and performance of child protection project in Kamonyi district is positive and no significant effect (beta= 0.026, p-value=0.722>0.05). For every-one unit increase in communication leads to increase performance of child protection project in Kamonyi district by .026 unit. The hypothesis, there is no significant effect communication on performance of child protection project in Kamonyi district. This hypothesis is accepted because the p-value of 0.722 is greater than 0.05.

Regression results shows that the relationship between risk management and performance of child protection project in Kamonyi district was positive and no significant effect ( $\beta=0.030$ ,  $p\text{-value}=0.673>0.05$ ). This implies that for every-one unit increase in risk management leads to increase performance of child protection project in Kamonyi district by .030 unit. The hypothesis, there is no significant effect of risk management and PP in Kamonyi district. This hypothesis is accepted because the p-value of 0.673 is greater than 0.05.

Lastly, the result shows that the association between M&E and PP was positive and significant effect ( $\beta=0.173$ ,  $p\text{-value}=0.012<0.05$ ). For every-one unit increase in M&E leads to increase performance of child protection project by 0.173 unit. The hypothesis, there is no significant effect of M&E on performance of child protection project in Kamonyi district. This hypothesis is rejected because the p-value of 0.012 is less than 0.05.

**Table 13***Hypotheses summary*

Hypotheses	Result	Comment
H <sub>01</sub> There is no significant effect of SM and performance of child protection project in Kamonyi district.	B=0.041, p-value=0.561>0.05	Accepted
H <sub>02</sub> There is no significant effect of communication on performance of child protection project in Kamonyi district.	B= 0.026, p-value=0.722>0.05	Accepted
H <sub>03</sub> There is no significant effect RM and performance of child protection project in Kamonyi district.	$\beta=0.030$ , p-value=0.673>0.05	Accepted
H <sub>04</sub> There is no significant effect of M&E on performance of child protection project in Kamonyi district.	( $\beta=0.173$ , p-value=0.012<0.05	Rejected

The findings from hypothesis testing, as presented in Table 4.17, presents positive and no statistically significant effect of various project management practices on the performance of child protection project in Kamonyi District. Firstly, the hypothesis H<sub>01</sub> There is no significant effect of stakeholder management on project performance in Kamonyi district was accepted with  $p\text{-value}=0.561>0.05$ . Similarly, the hypothesis H<sub>02</sub> There is no significant effect of communication on performance of child protection project in Kamonyi District was accepted, with a  $p\text{-value}=0.722>0.05$ . Additionally, H<sub>03</sub> There is no significant effect of risk management on performance of child protection project in Kamonyi District, accepted with  $p\text{-value}=0.673>0.05$ . Finally, H<sub>04</sub> There is no significant effect of M&E on performance of child protection project in Kamonyi District rejected with a  $p\text{-value}=0.012<0.05$ . In summary, three null hypotheses were accepted and one of them was rejected.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

The study investigates the effect of project management practices on a child protection project in Kamonyi district, focusing on risk management, stakeholder management, communication, and monitoring & evaluation, and their influence on the project's performance.

Further, the study found a positive correlation between project management practices (stakeholder management, communication, risk management and monitoring & evaluation) and performance of a child protection project in Kamonyi district. The study found also no significant impact of stakeholder management, communication, and risk management on the performance of a child protection project in Kamonyi district. However, it is found that there is significant effect of monitoring & evaluation on performance of a child protection project in Kamonyi district.

Firstly, the study concludes that project managers implemented stakeholder management to improve child protection performance, with an average high mean. However, there was no significant effect between stakeholder management and project performance. The study also concludes that effective use of stakeholder management could be improved. The hypothesis tested was that stakeholder management did not significantly affect child protection performance in Kamonyi district.

Secondly, the study found a positive and no-significant relationship between communication and performance of child protection project in Kamonyi district. The respondents were generally agreed the statements and their opinions were heterogeneity, the study suggested that effective communication could be improved. The null hypothesis was that communication has no significant effect on the project's performance, and the study accepted this hypothesis.

Thirdly, study revealed a positive correlation between risk management and project performance in a child protection project, despite varying responses among participants. However, the effective use of risk management could be improved. The study accepted the hypothesis that risk management does not significantly impact the performance of child protection project in Kamonyi district.

Lastly, child protection project's performance is significantly influenced by monitoring & evaluation, with a high average mean and heterogeneity of responses among respondents. The study found a correlation and significant

effect between monitoring & evaluation and project performance, suggesting that effective use of monitoring & evaluation could be improved. The null hypothesis was rejected.

## 5.2 Recommendations

The child protection project and organizations working with children should have policies. In this regard, the implementing these policies ensures children are protected from potential risks from adults and other children. In addition, they should develop an effective communication skills for improving child interactions in frontline practice, as failure to do so can lead to child deaths and serious harm. The child protection and organizations should work closely with parents, caregivers providers are crucial role models and caregivers for children, directly impacting their lives through daily interactions and decisions and have the research team or experienced staff. Furthermore, Kamonyi district should work closely with NGO in ensuring quality child protection responses, understanding risks, developing effective strategies, and collaborating across various sectors. Moreover, the district should focus on shifting towards early intervention and family support services to prevent families from entering or returning.

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