

JOINT DEVELOPMENT ACTION PLANNING AND IMPLEMENTATION OF DEVELOPMENT PROJECTS IN KARONGI DISTRICT-RWANDA

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ABSTRACT

The general objective of the study was to examine the role of Joint Development Action Planning on Implementation of Development Projects in Karongi District. The study attempted to achieve the following specific objectives: to assess the operationalization of Joint Action Planning by Development Actors in Karongi District; to evaluate the implementation of development projects in Karongi District in terms of time, target groups, and outputs; to examine the extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District. The study adopted descriptive and correlational designs. The current research was conducted from the District of Karongi. The research population included various technical and managerial staffs and totalized 32. Both primary and secondary data was used. The questionnaire with closed-ended questions in the form of Likert Scale was used to collect primary data while secondary data was collected in-deep and thorough literature search through documentation analysis. The study employed a mix of deductive, qualitative and quantitative approaches. During the process of the study, collected data were presented using tables. For data analysis, qualitative approaches and descriptive statistics such as thematic description, narration, mean, and percentage were used while for quantitative analysis, calculations such as standard deviation, and chi-square were used. Statistical Software such as SPSS was used for data display, coding, tabulation, and analysis. The findings revealed that the level of operationalization of Joint Action Planning is very low as stated by results from the key informants with the average mean of 1.75 and a standard deviation of 0.09. ; the implementation of development projects in Karongi District is not effective, smooth, fair and dependable to the project management principles in general and projects' activities implementation in particular. This was reported by key informants with the average mean of 1.91 and a standard deviation of 0.63; the extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District through the average chi-square calculated of 19.34 while the critical chi-square value at the degree of freedom 31 and confidence level of 95% is 18.493. With this, it is clear that the chi-square calculated is less than the chi-square critical, hence the significant extent of relationship between two variables. The analysis of correlation shows as well that there is a significant correlation at 0.05 levels. The study recommends that the District via JADF office should ensure that on regular basis a platform of all development partners takes place with the strict attendance of all and with specified action plans; and Program Managers of development projects should ensure a shared action plan is performed to the benefits and interest of duplication avoidance.

Key words: Joint action planning, implementation, development projects

I. Introduction

Eradicating illiteracy and alleviating challenges linked to education access are some of the main education projects tackled by most of non-governmental organizations, if not all. Community development, access to education, combating illiteracy, and increasing rates of school attendance and reduction of absenteeism and school dropouts are some of the primary targets of most of the education projects and end line indicators surround on such targets.

Globally, according to Rondinelli (1976) cited by Lavgnon (2012), the scarcity and lack of well-conceived projects, is the fundamental factor behind the weaknesses and inability of proper and effective projects activities planning and implementation, and this pace continues to be at an exponential level especially in the developing communities. Despite a lot of interventions and involvement by various stakeholders and agencies, dramatic problems still occur in projects implementation, and many are due directly to ineffective planning and management. The same author shows that analysts have found that most developing nations simply do not have adequate institutional capacity or trained personnel to plan and implement projects effectively. From several countries, World Bank experts affirmed that the main issue in project implementation is not of funds rather administrative capacity.

The study conducted by Obiora (2018) in Nigeria on Public Projects implementation, has significantly shown how proper project planning and its coordination leads to better and effective projective implementation. He affirms that poor planning implementation and execution culture is an anti-thesis to development. In the same vein, project planning is concerned with establishing a predetermined course of action within a forecasted environment. Planning involves decision making of choosing alternatives to accomplish the project set objectives. Banjoko (2009), in his research, observes that project planning involves all managerial activities necessary in structuring an alternative. Consequently, project plans must sufficiently be run in a smooth and systematic manner.

According to Lavagnon (2012), a good estimate of problems undermine project implementation in development countries. They are determined as “the notorious and critical implementation problems,” some are amenable to change and others are virtually intractable. According to European Commission (2007); Gow and Morss (1988); Ika and Hodgson (2010); Kwak (2002); Collier (2007, 2008), they conclude that for some observers; geography, bad governance, resource curse, and conflict bear a good share of harm. For others, lack of project management capacity and poor design are the culprits according to Williams (2011) for the case of Nigeria. Still others such as Bokor (2011) contend that it is “dirty” politics that hurts development projects especially for the case of Ghana

Yasmina (2014) in his consultancy and research delivery especially in Morocco underlined the role of enhancing and improving the collaboration, cooperation, joint planning and coordination between the institutions organizations involved in drought management. This may also be applicable to other development projects. In the same endeavor, Yasmina (2014) stipulates that all implementing partners’ mapping and recording are critical first steps in a participatory planning process. Truly, the earlier mapping, the easier implementation. Therefore, it is essential, according to Yasmina to adopt strategic, systematic, and methodic approaches to involve all agencies both public and private and to ensure processes are rigorously well paced.

According to MINALOC (2007), ideally planning of activities should jointly be run by implementing partners under coordination of JADF. The latter is set as a forum which joins all development partners in place to facilitate and promote full joint activities planning and effective service delivery.

JADF participants are representatives coming from all development organizations in place whether public, private or faith-based entities for the purpose of discussing, sharing, exchanging, and improving ways businesses are effectively conducted. Thus, the philosophy and spirit of JADF builds on a channel for service delivery through a close complementary collaboration and regular communication. According to MINALOC (2007), Rwanda fetched this good experience from communities that have introduced this endeavor which facilitated effective coordination of activities at District Level.

The tremendous experience is to be learnt from Japan International Cooperation Agency (JICA) where for optimum & smooth activities implementation, engages NGOs, private companies, universities, Governments, international organizations, and other donor countries to ensure proper joint planning leads to successful implementation. It is henceforth from these wonderful experiences that Rwanda adopted the same initiative at District level to ensure strong coordination among implementing partners especially for development projects (JICA, 2015). However, the typical question to be asked at this level is to know whether this joint planning under coordination of JADF is operational and in existence? Poor communication, lack of channels of platform meeting or poor functionality of NGOs umbrella, poor coordination, unclear networking, and lack of joint planning are some other factors which undermine the successfulness of implementation of development projects and may increase implementation challenges.

When you analyze the development index report or poverty prevalence report in Rwanda, four Districts always come in the first positions: these are Rutsiro, Karongi, Nyamagabe & Nyaruguru (MINAGRI, 2018). These reports attract heavily donors and developmental NGOs, and bring there some development projects in a hardware or software approaches. The main issue is that many more projects come with the same package with the same products or services and in addition they operate from the same areas with the same beneficiaries, volunteers, and partners. This phenomenon brings in many challenges as far as development projects implementation is concerned and finally the researcher wonders whether prior communications and joint planning take place for smooth, successful, and effective performance development projects activities (activity, output and why not outcome).

1. Statement of the Problem

Ideally, according to British Standard (2000) a project is an endeavor that does not look like another in terms of starting point and end line. It has specific goals and performed through well designed activities plan. In this endeavor, project implementation should be run to save time with proper planning and by considering all relevant factors which may affect in one way or another the implementation schedule and the performed outputs. This can only be possible if implementation guidelines are properly followed via a clearly communicated plan.

The reality from the field is that the NGOs Umbrella Report (2018) has revealed and identified challenges in the implementation of development projects where duplication of activities, concurrency of events by more than one NGO in same area of intervention, prevail. It showed that the implementation for many projects is problematic,

especially the projects such as Soma Umenye- Chemonics International, Mureke Dusome-Save The Children, Leadership for Learning-Building Language Foundation Program & Literacy- Home Grown School Feeding Program which are operating in the same Districts of Karongi, Rutsiro, Nyamagabe and Nyaruguru since 2016. For instance, according to Downen (2018), the September 2018 middle line survey report by Tango International has revealed that across the District of Karongi, all NGOs in the case study have established reading clubs on the same beneficiaries, area of intervention, volunteers, days and sites. Henceforth, the fundamental question here is to know, since all NGOs provide the same component in the same area, whether a joint plan took place to avoid duplication, collision, concurrency, and overlap. In addition, suddenly realizing that on the same day a specific training has been organized by one NGO, and another did the same on the same beneficiaries, being surprised of the same packages and materials provision still on the same beneficiaries, are some of the highlights that make the implementation a challenge, and as a field staff, the researcher wonders how implementation performance will be measured especially at output level when set targets are not met due to some conflicts of interest and prioritization by beneficiaries.

If the problem is not addressed, some consequences are probably to occur: high conflict of interest, parents' refusal to send children to reading clubs, confusion on literacy instruction methodologies, overburdening children with the same services, political competition of NGOs in the area of operation, projects overlap and collision, just to mention few. It is in this logic of thinking that pulled the researcher's interest, attention and curiosity and which led him to conduct such study to cover the gap which may exist in the domain of research, literature, academics and developmental organizations on the linkage between Joint Development Action Planning and Implementation of Development Projects.

2. Objectives of the Study

a. General Objective

The general target of the study was to examine the role of Joint Development Action Planning on Implementation of Development Projects in Karongi District.

b. Specific Objectives

The current study attempted to achieve the following specific objectives:

- i. To assess the operationalization of Joint Action Planning by Development Actors in Karongi District;
- ii. To evaluate the implementation of development projects in Karongi District in terms of time, target groups, and outputs.
- iii. To examine the extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District.

3. Research Questions

- i. How is the operationalization of Joint Action Planning by Development Actors in Karongi District?

- ii. How effective is the implementation of development projects in Karongi District in terms of time, target groups, and outputs?
- iii. To what extent does Joint Development Action Planning influence Implementation of Development Projects in Karongi District?

4. Operational definition of key concepts

The main concepts of the study that merit to be explained contextually and technically relevant to current study are as follow:

Project Implementation

In this study, project implementation refers to the project's vision, mission and objectives execution. It is about bringing the dreams into reality. Specifically, in this study the focus was about challenges faced during implementation in the case of inexistent joint development action planning.

Action Planning

In this study, action planning refers to scheduling in terms of date, durations and events about the sequence of activities with the project implementation and goal achievement (as regard to necessity, urgency, priority, significance and feasibility).

Development Project

In this study, development projects refer to endeavors for social protection, community empowerment, poverty reduction, social transformation, and fighting against barriers to personal development.

5. Conceptual Framework

The conceptual framework below fetched its components from a number of theories from where the sub-variables or indicators have been developed. These theories are namely the Ten Factor Model by Slevin and Pinto (1986); The Program theory of change by Austin and Bartunek (1990) and the Triple Constraints by Locke (1996).

From a deep search and revisit of the literature, and arguments of scholars such as Lawson (2011); Rahman (2012); Lavagnon (2012); Shafic et al. (2015); Stefan (2015); Youcef (2015); Olusesan (2018); OECD (2000), and others, the following indicators have been selected to be able to explore the extent of relationship existing between two variables: Co-Planning, Activities Coordination, Periodic NGOs Platform Meetings, Joint Planning Steps & Processes, Duplication of Efforts, Project Effectiveness & Efficiency (Timeliness, Stakeholder Engagement, Resources Utilization), Activities implementation (Overlap, Collision, Coincidence, etc).

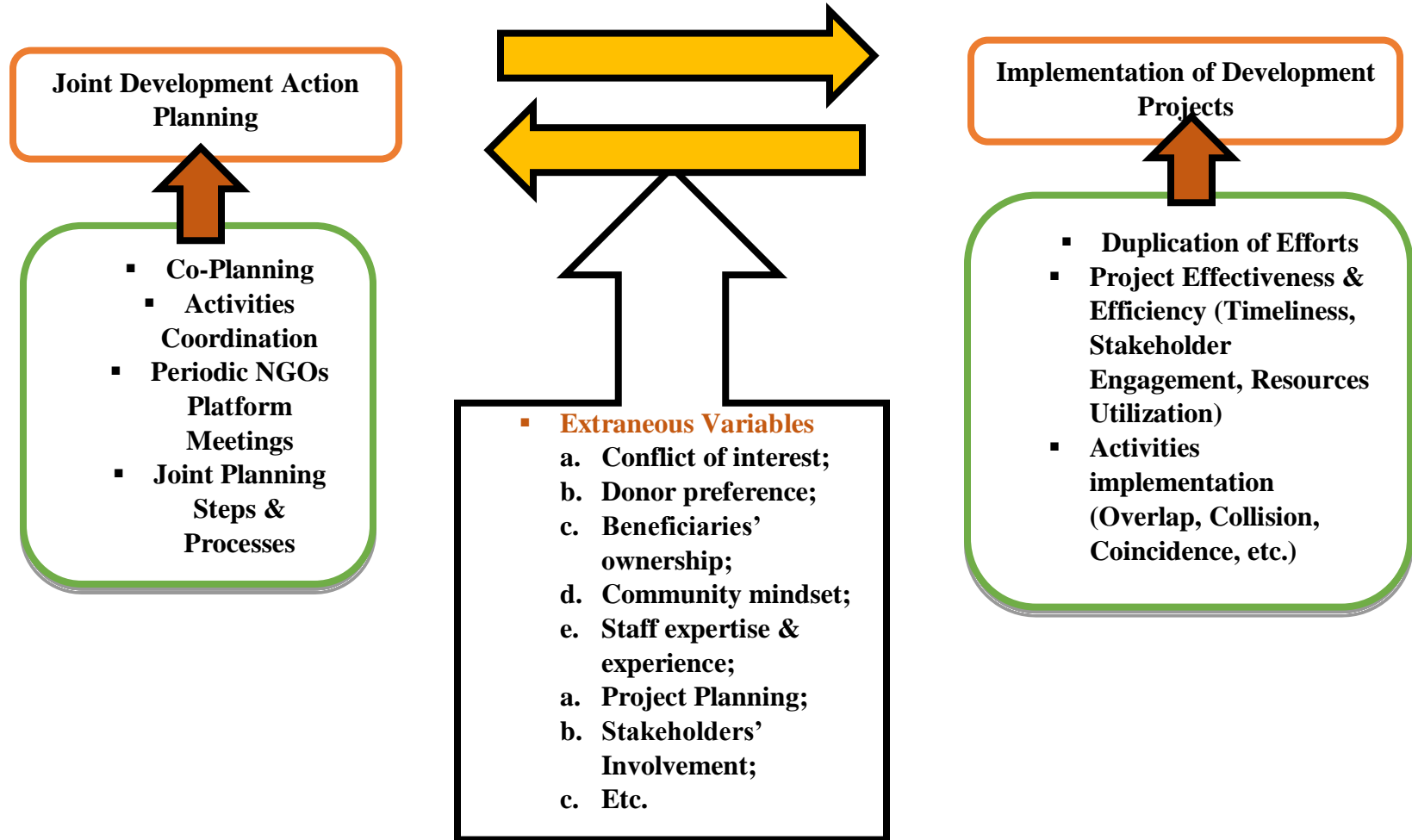


Figure 1.1: Conceptual Framework

6. Theoretical Framework

The current research was guided and got inspiration from three main theories: Development of the Ten-Factor Model of Project Implementation, Triple Constraints and Program Theory of Change.

a. Ten-Factor Model of Project Implementation

The first and foremost, Slevin and Pinto (1986), summarized ninety four usable responses by Project Managers into Development of the Ten-Factor Model of Project Implementation to reach necessary and successful determinants for effective project implementation. These factors have been baptized and summarized into Project Implementation Profile (PIP). Among these, three of them totally fall in the same conception of the current study: Project Plan which is the detailed individual/ partner action steps for the project implementation; Regular Consultation which involves communication, consultation and active listening to all impacted parties, and Communication which involves the provision of an appropriate network and necessary data exchange to all key actors in the development projects implementation.

b. Program theory of change

Secondly, a program theory of change (PToC), also referred to as an action theory, causal pathway, intervening mechanisms theory, logic model, program theory, or theory of change according to Nathalie and Benjamin (2017), is was originally set by Austin and Bartunek in 1990 and defined it as a set of statements that describe the process and the mechanisms (the how and why) through which a program is thought to work and the outcomes it intends to affect.

The “if” and “then” statements show what the program intends to do, and the statements represent the results. It is a statement of the assumptions about why the intervention should affect the intended outcomes. The theory justifies why the program will operate and various assumptions behind failure or success. If some considerations, then project benefits or results but with “if not” then probable outcomes or consequences. This theory matches and is in line with the current study in the sense that it reminds projects’ actions planners, the implications likely to occur when activities are not properly and with precautions implemented. Some Scholars like Rogers (2014) simply call the Program Theory of Change the Theory of Change.

Broadly, ToC can support the development of interventions, bringing together key stakeholders within the actions planning to scrutinize and address proposed approaches to achieving activities and outputs. It has also a set of change pathways, with identified breakthrough areas. Together, the domains of change plus the pathways provide a plausible set of hypotheses and assumptions to address the major underlying causes/ barriers. It needs not be complex, but it must be logical and coherent. The theory is so much helpful in the conduct and philosophy of the entire research because social change is a messy, complex affair, rather than a predictable linear process. However, while social change is complex and incoherent, it is not unintelligible and we have to be adaptive, iterative and non-linear. In addition, we have to seize opportunities and learn what works and what doesn't work. If a Theory of Action is clearly articulated, the implementer can more easily assess what went wrong.

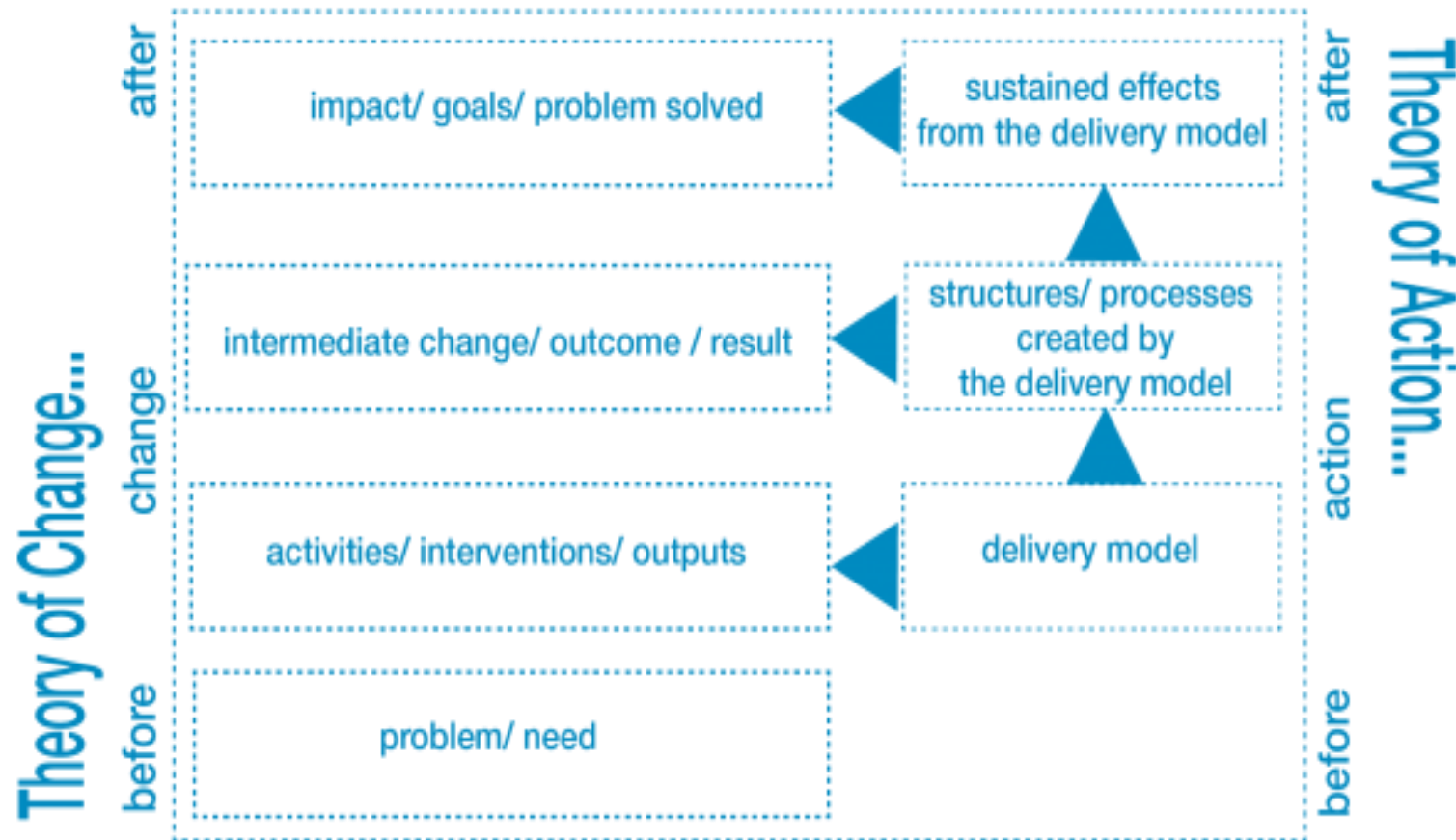


Figure 2.1: Interdependence of Theory of Change and Theory of Action

Source: Coffey (2019)

As the figure above illustrates, the focus for the current study is typically on the output level which depends on the delivery/implementation processes, while the latter depends on the coordinated endeavors via effective joint planning by all development partners in place.

c. Triple Constraints

Thirdly, the triple constraints of project implementation (time, scope, and cost) by Locke (1996), shows clearly how lack of sound planning and coordination of projects actions can have impact on project implementation through usage of extra time, poor coverage of project scope and use excessive financial expenses as not due. Keeping in mind that a project is a onetime endeavor, the non-respect of the three factors lead to ineffective implementation of project activities.

II. CRITICAL RELATED LITERATURE REVIEW

1. Partners Joint Development Action Planning: Activities Coordination Vs Duplication of efforts

Donors commit significant resources to supporting educational endeavors of several low income communities and most of the time projects are poorly implemented across different areas resulting in duplicative efforts and resources. Duplication of efforts take s place when there is inexistence of joint planning or inadequate coordination of projects, thereby resulting into implementation challenges. There are several factors that may be behind duplicated efforts such as corruption, management issues, or poorly coordinated projects. Despite a lot of efforts and commitments, some problems of implementation of development projects still pertain.

Olusesan et al. (2018) have conducted a study on Duplication of Efforts across Developments Projects in Nigeria through a typical case study on Master Health Facility List and the main target was to analyze it yields effects on poor donor coordination especially in low income societies which receive development assistance. Particularly, their research was about to examine the persistence that pertains in the domain. Via various scientific approaches such as documentary reviews, key informants interviews and partners meeting, they came up with identification of ten different health facility listing efforts. The results show that proper coordination and collaboration, ensuring return on investments, and better coordination and efficient use of development assistance were agreed to. The research concluded that by improving communication strategies, information sharing, visionary leadership, etc. the Health Facility Registry could function properly.

Although this research was conducted in health sector, it is in total agreement with the current research with focus of education specifically. Many funding agencies, and donors have tendency to provide assistance to different NGOs but with the same delivery package. Typical examples from which data will be collected is about books provision, running Reading Clubs, and teacher training quite with the same content and in the same geographical coverage. However, the research did not tackle the issue of joint development action planning and the effects it may produce on projects implementation specifically development projects. For increasing more accountability, several global initiatives among other have been set such Paris Declaration on Aid Effectiveness (2005); The Acrra Agenda for

Action (2008), just to mention few.

The importance of donor and partner coordination or joint planning was less talked about as a means of achieving, successful implementation, better development of goals and the reduction of wastage of resources in LMICs. However, recent observations suggest that donor coordination or stakeholder co-planning is as important as the amount of resources that are being committed to development. Increased commitment of donor resources has not been shown to have a similar effect on the level of development in recipient countries.

Stefan (2015), conducted a study from Zambia on Donor Coordination for effective Government policies, from where he was hypothetically assuming that new approaches suggested by Paris and Accra Forums for successful funds coordination are expected to have tremendous outcomes in multiple systems such as education and health sectors. This research was about to review some experiences and evidences from countries and how tangible harmonization significantly contribute to systems outcomes in Zambia. This is in line with the ongoing research as if partners' activities are not well coordinated and jointly planned and schedules are exchanged to all implementing partners for activities implementation, the latter will be difficult and it won't be easy to track and achieve activities outputs as targeted ahead of time.

Paris Declaration on Aid Effectiveness (2005) has listed partnership commitments namely alignment, results management, harmonization, ownership and mutual accountability with clear standards and indicators of achievement while that of Accra (2008) committed the improvement of national ownership over development results with a target of 2010, in vain.

Marian (2013) has conducted a research on Foreign Aid: International Donor Coordination of Development Assistance and has found that specialist and experts admit that effective coordination among countries could make global support and assistance more relevant, effective, and efficient especially and specifically for optimum performance of implementation activities. This is true simply because the proliferation of assistance in recent year has called clear attention on overall management, and on a regular basis every year, bilateral and multilateral platforms take place to discuss about all related funds management with emphasis of redundancy avoidance.

Through the support of Organization for Economic Cooperation and Development (OECD), and the United States multiple forums take place to ensure there is improved donor coordination, via different initiatives such as joint planning, among others. Despite worldwide attention and interventions, there still problems regarding as far as proper progress is concerned. Various factors such as political interest, weaknesses in inter-agency coordination, budget support, etc. all play a role in hampering the speed. However, via Busan High Level Forum which was held in November 2011, there is still hope that things will get better.

OECD(2003), stipulates that in February 2003, Ministers, Heads of Aid Agencies and other Senior Officials representing 28 aid recipient countries and more than 40 multilateral and bilateral development institutions endorsed the Rome Declaration on Harmonization, but what the progress so far? What change afterwards?

2. Role of co-planning by Partners in Development activities

Local partnership development in Croatia: challenges and opportunities

As Andrea (2015) from OECD and Arsen (2016) from USAID have put it, just since the independence of 1992, the country managed to put in place a balanced structure between centralized and decentralized policies to improve economy which is line with context, situations, and conditions. It is in 2000 that the Government brought closely to the population and businesses, decentralized structures for ensuring organizational developments. This decentralization was simply aiming at fostering and promoting cooperation between various levels of the country, however including non-governmental organizations seemed to be not easy.

The complexity of this issue lies in the lack of clear criteria, indications, and requirements for inclusion. Still, an issue of equal significance for proper coordination and implementation pertain.

Ideally, these platforms are expected to establish clear communications and networks so that schedules and plans sharing may be done in a smooth way through agenda setting, tackling decentralization and developing local government capacities and competencies. Some of the areas from which joint platforms are helpful include budgeting, infrastructures management, transparency increment, capital investments, strategic planning, decision making that put together all stakeholders through consultative channels.

Several USAID- assisted communities partnered with leading non-government organizations (NGOs) to address pressing issues like drug dependency, health care and community action groups. Many cities adopted the NGO Charter to transparently and equitably administer government funding to local NGOs to form a cooperative mechanism between the city and its NGO community. The academy-oriented universities are beginning to recognize the benefits of establishing relationships with private and public sectors to re-evaluate academic approaches through empirical evidence and improve access to research and development. Increase co-ordination and integration between different policy areas at national level, concerning local development, and allow, for example through the establishment of an intermediary body, for a greater communication and exchange between local partnerships, clear guidance, and central government institutions is of paramount importance. With this, it is highly recommended that for effective partnerships and developments partners sharing platforms; regular opportunities for organizational development and specialized training for the partnership and its partners should be provided.

Key issues arising from the review were illustrated by existing practices in the Croatian and international context. To give it more sense, it is very clear that the experience from Croatia is very instructive as far as effective planning of projects is concerned and once properly done, it leads to enabled implementation of activities.

3. Public-non-governmental organization partnerships: Ghanaian experience

Hushie (2016) conducted a research on public-non-governmental organization partnerships focusing on Ghanaian experience and revealed that for public health fostering, especially in the past few decades, there has been notorious increment of public-private agencies strong collaboration more specifically even in other low incomes countries.

However, a gap in the literature still pertains as far as obstacles met by such partnerships are concerned. Through a deepened quantitative survey, the major results of the study put out that in health sector, if there is a need of collaboration between two parties, i.e. government and private sector; a strong and various partnerships are highly needed. This could enhance service delivery, fight against disparities, attract donor funding, just to mention a few.

The researcher recommends studying the organizational effectiveness and sustainability of these partnerships to deliver effective and efficient health outcomes to recommend universal best practices in health care. From this particular research, the same recommendations may be adopted even in the domain of education especially for partners who intervene in the same endeavor.

4. Partners Periodic Platforms & Meetings

National inclusive multi-stakeholder platforms-Experience from Cameroon, Niger and South Africa

The Global Partnership for effective development cooperation from its 2017 report from Ethiopia Meeting, came back mechanisms, forums, opportunities, challenges, and perspectives for strengthening platforms among various partners.

Cameroon presented the experience of the Multi-Partners Committee (MPC) and Sectorial Platforms, anchored in the 2030 Agenda related processes with the aim to monitor the implementation of the Development Partnership. For Niger, they shared the inclusive participatory experience and the coordinated efforts and structures from all development stakeholders in Niger. South Africa presented to the audience their experience building from the challenge of linking multiple development plans and large volume of evidence, using the multi-stakeholder platforms as an important helicopter for realizing existing good practices.

It was well recognized that multi-stakeholder engagement platforms are an important tool to ensure inclusive and accelerated development outcomes. The question of sustainability of these platforms was raised, and all participants agreed that it will only be possible if all concerned parties take it seriously and put it in their respective national plans and ensure that all members respect schedules meetings. Mechanisms have equally to be adopted to consider civil societies capacities to attend effectively and incorporate private sector in the platforms. Finally, it was emphasized that trust, equity, and equality among partners have to be very necessary ingredients and mutual respect takes place in the structures of the platforms. Henceforth, existence and functionality of joint development action planning will surely exist if only and only strong partnership, collaboration and communication take place through trust, agenda exchange and mutual accountability.

5. Implementation of Development Projects: Activities implementation

Jeffrey (1987) conducted a research on critical factors in successful project implementation by confronting literature

from various authors and came up with a suggestion factors below: control mechanisms, clearly defined goals, sufficient resource allocation, competent project manager, adequate communication channels, top management support, competent project team members, feedback capabilities, and responsiveness to clients.

This study is in a good linkage with the current research in a sense that it stipulates factors that make easier the implementation of projects specifically on the parts of effective communication channels and control mechanisms simply because if different projects want to be very effective in their implementation and finally be able to track performance outputs; initial communications, plans exchanges and sharing through joint platforms and follow up mechanisms have to be set primarily.

In the current study, the identification of projects implementation challenges may be due to lack of joint action planning, specifically, and partners who do not follow the rules as set in the initial proposals, bad or lack of communication between projects owners, queuing for verification and discrepancies in interpretations especially in the baseline stage, and differences in projects financial capacities and planned community beneficiaries package delivery, in general.

Sandeep (2019) has researched some challenges met by project managers in project management in general and project implementation in particular. Poorly defined goals was the first major challenge that project managers, team members and local administration which have welcomed the project might face and it is not knowing what exactly to expect from the project. If the goals not accurately analyzed and defined, and wrongly interpreted by beneficiaries, the project is deemed to fail.

When none know the clear project path, it would be even harder to achieve the projects targets at all levels, i.e. activities performance, outputs, and outcomes. In the current context, if projects could initially sit together for effective planning especially in terms of geographical intervention, this would avoid duplications, overlap, collision & coincidence. Scope creep The second big challenge is about projects which start with clear set objectives and do not collide with others but due to projects activities expansion end up by looking differently compared to its initial targets, hence collision of projects.

It is henceforth recommended to keep the similar and harmonized set objectives in the same area of operation with a proper planning, otherwise some projects may collide which have impact on implementation of activities. Poor communication is one the biggest project implementation challenges that get in the way to deliver projects successfully and this is a very big asset especially for projects managers. Because, most often, successful communication translates into successful projects as 57% of projects fail due to breakdown in communications. In the current context, external communication and among partners especially those who intervene in the same sector; is highly advised to ensure there is no duplication in the project' activities implementation.

Risk management is very critical through the avoidance, mitigation, and acceptance of risks but initially decide on

via keen assessment and analysis. Risks may be due to poor coordination, lack of proper communication among actors, financial market, and hidden context. Risks associated to the project implementation vis-à-vis effective coordination and planning have to be firmly and carefully examined. Project activities implementation isn't what it seems to be; it's much more than that. Implementing projects successfully requires to be equipped with such skills and attitudes otherwise it wouldn't lead the project activities and its implementation in a proper direction.

6. Projects Effectiveness & Efficiency

Erik, Fredrik and Diana (2014) conducted a review of the literature about project effectiveness and efficiency and admitted that various researchers define it differently and these concepts are applied in different contexts. When it comes to project management, Ward (1999) and Lampel (2001) describe it with separate opinions. However, in the context of PM, some scholars define these concepts interchangeably while in QM, they are applied in a more define way. In QM, efficiency is about doing things right while effectiveness is about doing right things.

PM Institute (2008a) and Wsocki (2011) recommend that when it comes to comparing projects, it is better to consider different processes through which weaknesses and successes of each project may be easily identified. For instance PMBOK Guide (2008a) describes the different levels and stages of projects processes from which project life cycle may be well examined. It is the same for ISO (2012) which emphasizes the project processes as the heart of the project. In addition, as stipulated by PMI (2008a), it is even harder to compare projects as each has its considerable uniqueness.

DeToro and McCabe (1997) remind that extensive investigation and literature are highly needed and encourage project managers to focus more on projects outputs, processes, and alignment with beneficiaries needs when it comes to effectiveness and efficiency, and projects may be rated taking into account these various factors. The emphasis and relevance of PM processes measurement through analysis of effectiveness and efficiency, is underlined when it comes to assessment of internal, external, short and long-term project perspectives. In the same vein, these considerations would guide in the project evaluation, hence its performance.

Conclusively, Andersen et al. (2206) stipulate that adopting this project benchmarking system, regardless of the project uniqueness will help to study one project problems vis-à-vis another and plan future perspectives accordingly.

7. Implementation Related Challenges

Elvin and Dovahani (2016) conducted a research on the implementation of community development projects and related challenges from the Eastern Cape Province of South Africa. By using various research data analysis tools and techniques such as thematic content analysis, results of the research showed that there are different challenges that hamper the smooth implementation of community development projects and these include but not limited to unclear

monitoring and evaluation mechanisms; skills shortage; poor revenue base, poor infrastructure, among others. Finally, the research recommends to the government of South Africa to increase funds for effective community development projects implementation. It is concluded that these challenges may only be alleviated if only and only effective joint action development planning takes place, and once not in existence, there may be risks of failure in the implementation. Some factors are considered to be very key for successful project implementations and these include both internal and external ones such as well-organized project team; project progress monitoring, expenditures analysis; effective project management, and the role of the leading partner.

8. Critical Related Studies

Shafic et al. (2015) conducted a research on the implementation of donor-funded projects and their successful determinants from Uganda. They had a purpose of examining, and check the empirical relationship between risk management, organizational rationality, and knowledge management for successful completion and implementation of donor-funded projects. Data was collected from 195 projects leaders from inside and outside project management systems. Through regression and correlation analysis, data was analyzed. Their findings are that risk management, knowledge management, rationality, and successful implementation, are the predictor variables that are positively and significantly related to successful project implementation.

The investigation of the research especially in the knowledge management as a predictor variable did not deeply investigate how projects across various institutions should be coordinated to learn how each of them operates for further avoidance of coincidence, duplication and collision in the implementation. With proper communication and clear published and official knowledge management, challenges related to implementation will be highly minimized and it will for sure lead to projects effective implementation and successfulness.

Munns and Bjeirmi (2006) have conducted a study on the impact of project management in accomplishing project success from where they have been investigating on the difference between project and project management. They tried to identify the overlap and clarify the confusion which may exist between the two, an obstacle to an effective relationship. They noticed that differential recognition and better appreciation of the two concepts will be factors of projects success. It is true because project management even surrounds on knowing all possible obstacles that may hinder the project implementation and project outputs.

Otieno (2009) investigated on the roles of projects monitoring and evaluation and realized that a lot of projects low income countries do not make it due to many reasons, including the lack of knowledge of the relevance of monitoring and evaluation. The research explored the significance of monitoring and evaluation and how they can be utilized to hit the goal and to reach the end of the project. At the same time, the study outlined the common obstacles that hamper these two important concepts. This investigation coincided with the current study as it encourages project designers and managers, and specifically donors to pay attention on the role of co-planning and coordination on the successful implementation of projects.

Marlene; Robrecht and Sabine (2016) have conducted a research on planning one's actions to accommodate another partner's actions and have found that it is very critical to consider both parties actions and concerns and adjust it accordingly for better allowing joint actions. The researchers' experiment was conducted on children to investigate at what age children start to consider everyone's actions. Through a behavioral study, they tested 96 children from four and gathered them in a collective game play. The study revealed that all children considered their counterparts actions and planned theirs accordingly. In the same vein, if all development actors could consider their plans vis-à-vis their counterparts, the implementation of development projects could be conducted smoothly and achieve projects outputs as targeted. In this view, the fundamental aspect of the ability to coordinate and plan actions with those of others is very key. With joint actions, partners plan and adjust their own actions to accommodate their action partner, and thereby reach a smooth coordination with the other organization.

Jeffrey and John (2007) from the University of Pennsylvania State and University of Pittsburgh respectively have conducted a study on planning and tactical factors in the process of project implementation and it has been noticed that the latter may get facilitation by tickling on the project main success factors or determinants. Two main factors prevail here, these are effective operationalization and strategic project planning. Through a sample of 408 managers, it was found out that these factors vary in its relevance depending on the project life cycle stage. In all cases, ceteris paribus, project planning and tactical operations are judged to be very significant to the project accomplishments.

Ronald (2013) from his conference presentation at Atlantic International University stipulated that scheduling and planning project activities is very critical and it is the cornerstone that determines the starting and finishing points of the project. It equally outlines the main activities to be performed. Scheduling is a very fundamental step in the effective project management and most of the time it is performed through the work breakdown structure by specialized project staffs or experts.

Deribe, Bertha and Niels (2017) from the University of Ethiopian Civil Service, Maastricht University, and Tilburg University respectively have conducted a study Behavioral Intentions Promoting Project Sustainability by specifically comparing and contrasting the role of project beneficiary participation. They equally married it with the place of psychological ownership and have revealed that these factors especially in projects aiming at ameliorating the community livelihoods significantly contribute to the projects lasting activities lifespan and project sustainability in general. Via an experimental study, the research put out that the higher beneficiaries' involvement in the project activities specifically in the conduct of needs assessment, and project planning, the easier the expression of the opinions and intentions towards project sustainability, and the ownership plays a key mediating role.

9. Research Gap

Based on the literature review conducted above, many literatures have been conducted from various contexts as far as Project implementation, related challenges, Projects evaluation and Projects impacts are concerned. However, a gap in the literature has been noticed specifically in the context of NGOs in Rwanda as far linking joint development action planning to the implementation of development project is concerned. Studies confirming or contrasting the relevance and necessity of partners joint action planning for effective development projects implementation are very few if not inexistent. The researcher recommends more literature on it for effective projects implementation.

III. METHODOLOGY

1. Research design

The current study adopted descriptive and correlational designs. This was done by confronting both independent variable and dependent variable; setting appropriate research instruments corresponding to the set objectives, describing the situation under study through a deepened literature review; using useful data analysis techniques vis-à-vis the scales of measurement of the variables. Rigorous & ethical mechanisms were adopted to select respondents with signed consent, and ensure the researcher has collected valid and reliable data through a reviewed, piloted, and edited research instrument with a language simply understood and well interpreted by respondents. The researcher's sampling procedures were in a way that objectively selects respondents with equal chance to participation for unbiased information collection. Collected data were recorded, described, interpreted, analyzed and be compared & contrasted according to the research objectives.

2. Research Population

The current research's target population concerned two main categories of population: those who are involved in the joint development action planning and those who are involved in the direct implementation of development projects. These included Soma Umenye Chemonics International District Advisor (1); Mureke Dusome Save The Children Field Coordinator (1); Leadership for Learning- Building Language Foundation Program- Sector Training Facilitators (8); Literacy-Home Grown School Feeding Program- Literacy Boost Coordinators (7); District Education Officials (2); WFP Monitoring Assistants (4); JADF Officer (1); Program Managers (2); Project Managers (2); WVR Education Sector Leads (2); HGSF District Coordinator (1); District Leader (1). Numerically, the total of Key Informants surrounded on 32 respondents. The reason behind this kind of purposive selection is that these groups of people are suitable to provide reliable information on issues of projects' actions planning and projects implementation.

3. Sampling Techniques & Procedures

During the current study, universal, and purposive samplings were used to select respondents. For all respondents, the significance level adopted is 95% while the margin error selected is 5%.

4. Sample Size and Its calculation

For the current study, the sample size was equated to the total of key informants composing the targeted case study and all technical, managerial staffs were all included. This totalized 32 key informants.

5. Research instruments

In collecting primary data the researcher used the questionnaire with closed-ended questions in the form of Likert Scale and were self-administered to the key informants. It was done so because they are literate and may hypothetically get time to fill it. The collection of secondary data was performed through review of secondary literature (documentary analysis) via published and non-published documents, reports, conference papers, journals and policy reports related to the topic and other related studies conducted in the same area and by establishing gaps that may exist in the body of the critically reviewed literature.

The research instrument was prepared and designed by the researcher with support and guidance of the supervisor and other experts deemed knowledgeable in the area. Henceforth, a pilot study was conducted to ensure the instrument has trusted face, construct, internal and content validity, and indicate high reliability coefficient. The setting of questions ensured both variables are captured in statements and items linking both variables were established.

6. Validity & Reliability of the research instruments

According to Popham (2008), validity is the most significant concept in assessment. The more evidence of validity you have, the better you'll know how much confidence to place in your score-based inferences, and reliability is when research can be repeated with consistency. The goal is to minimize errors and biases so that the study can be replicated. The research instrument was validated via a trial of a short and quick pilot study for the possibility and feasibility of the instrument administration and related data collection.

Ensuring that the instruments may be validated even by the non-researcher or a lay person; that the instruments measure what they tend to measure & nothing else; that the instruments have high level of causality; that the instruments have higher content validity and indicate high reliability coefficient are some of the key precautions that the researcher examined to ensure with confidence the validity & reliability of the research instruments. The content validity was calculated by dividing the total number of relevant items in the research instrument over the number of

items in the research instrument. At this level, the coefficient was 0.94, a figure which represents a very high and accepted coefficient. The reliability was measured via the internal consistency of reliability.

7. Research Approaches

The current study employed a mix of deductive, qualitative and quantitative approaches. According to Scue (2008), a deductive approach begins by looking at theory, produces hypotheses from that theory, which relate to the focus of the research and then proceeds to test of that theory. In the perspective of the same researcher, a quantitative approach is likely to be associated with the deductive approach to test the theory by using numbers and facts while the qualitative approach is about using the interpretivist model. Henceforth, thematic and narrative analysis of qualitative data, respondents' perceptions, manipulation of numbers through appropriate statistical tools, and critical and logical review of the projects planning & implementation processes were all used during the process of the study.

8. Data presentation & analysis techniques

During the process of the study, collected data were presented using tables. For data analysis, qualitative approaches and descriptive statistics such as mean, percentage, thematic description and narration were used while for quantitative analysis, calculations such as standard deviation, and chi-square were used. Statistical tools such as SPSS were used for data display, coding, tabulation, and analysis.

Assessing the operationalization of Joint Action Planning by Development Actors; evaluating the implementation of development projects; and identifying the Implementation Challenges of Development Projects in Karongi District were analyzed through thematic, qualitative and narrative analyses while establishing the extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District was analyzed through correlation measurement via SPSS. The following range means were used for results interpretation: 3.26-4.00 (Strongly Disagree); 2.51-3.25 (Disagree); 1.76-2.50 (Agree), and 1.00-1.75 (Strongly Agree).

IV. RESULTS AND DISCUSSION

1. Profile of the Key Informants

Respondents in this study were Soma Umenye Chemonics International District Advisor; Mureke Dusome Save The Children Field Coordinator; Leadership for Learning- Building Language Foundation Program- Sector Training Facilitators; Literacy-Home Grown School Feeding Program- Literacy Boost Coordinators; District Education Officials; WFP Monitoring Assistants; JADF Officer; Program Managers; Project Managers; WVR Education Sector Leads; HGSF District Coordinator, and District Leaders. To be acquainted with the profile of the key informants, it

was judged very necessary to describe the respondents in terms of position held, gender, and work experience. The table 2 below shows this description.

Table 1: Demographic Profile

Position	F	%	Gender	F	%	Experience	F	%
Project Manager	2	6.25	Male	22	69	1 year	5	15.6
Program Manager	2	6.25	Female	10	31	2-3 Years	10	31.3
Project Staff	20	62.5				Over 3 years	17	53.1
JADF Coordinator	1	3.1						
DDE	2	6.25						
DEO	1	3.1						
DPC	1	3.1						
Project District Advisor	1	3.1						
Education Program Lead	2	6.25						

As far as job position is concerned, the major percentage i.e. 62.5 % of the respondents are project staffs while other categories of respondents occupy the percentage varying between 3.1 % and 6.25%. This is very coherent as the study was mainly dealing with the implementation of development projects and the projects staffs are technically well situated to be at the frontline of what is going on in the implementation. This implies that recommendations they may draw can be very trustful as far as propositions of effective implementation of development projects specifically on the role of joint planning.

For key informants' gender, 69% of them are male while 31% are female. This is mainly explained by the nature of the work and the travelled field sites which may be a very high struggle for female. Sometimes requirements for such field employment require driving motorcycles which is easily performed by male.

For employment experience, 53.1% of the key respondents served in the area for more than 3 years; 31.3 % served between 2-3 years while 15.6 have a fresh experience in the held positions. This is scientifically very reliable as the majority of respondents (53.1%) has enough experience in the areas from which they serve and the information they may provide on the research items can be highly be valid and reliable to draw commendable recommendations of addressing the problem under study.

This is confirmed by Hamed (2016) who insisted on the importance of well-set research instrument and proper selection of respondents to provide reliable, tangible and valid information to the set research objectives. He affirmed that a questionnaire is the most suitable data collection research instrument by most of the social researchers because it collects information and data in a more consistent and reliable way.

2. Level of Implementation of Development Projects in Karongi District

The first objective of the present research was to assess the level of operationalization of Joint Action Planning by Development Actors in Karongi District. This was examined through assessment of respondents' level agreement of the statement related to the implementation of development projects in the area of study. The presentation and analysis of related results are here below:

Table 2: Level of Implementation effectiveness of Development Projects in Karongi District

Indicators	Mean	SD	Interpretation	Rank
Generally, implementation of development projects in Karongi District is smooth and has no challenges.	2.96	.59	Disagree	1
Always, projects activities are implemented as per schedule and as per plan.	3	.67	Disagree	2
Always, all participants for any project activity/event/training attend as expected.	3.28	.77	Strongly Disagree	3
Sometimes, some participants prioritize to attend for a project activity to the detriment of another.	1.9	.64	Agree	4
It happens to report/shift project activities to another date due to coincidence with another partner.	1.65	.6	Strongly Agree	5
Shifting a project activity to another date due to concurrency may hamper the progress and logic of the implementation plan.	1.56	.5	Strongly Agree	6
Projects resources and logistics may be misused or wasted when projects' activities are shifted due to events concurrency.	1.96	.89	Agree	7
The smooth implementation of development projects and outputs performance may be largely handicapped by beneficiaries' conflict of interest than being results and impact oriented.	1.53	.62	Strongly Agree	8
Unsuccessful Project implementation undermines project outputs.	1.62	.65	Strongly Agree	9
In the project design and implementation plan, strategic mechanisms should be set up to face possibilities of collision and overlap.	1.46	.5	Strongly Agree	10
Duplication of activities, concurrency of events, activities collision, projects overlap are some of the implementation challenges faced by Development Projects in Karongi District.	1.56	.5	Strongly Agree	11
With projects activities collision and overlap, it is hard to achieve projects goals.	1.5	.62	Strongly Agree	12
Beneficiaries' conflict of interest and prioritization undermine the success of some projects implementation.	1.43	.56	Strongly Agree	13
The success of development projects can only be possible if implementation guidelines are properly followed via a clearly communicated plan.	1.56	.71	Strongly Agree	14
Development projects in Karongi District are implemented through scheduled timelines.	2.71	.99	Disagree	15
Stakeholder engagement is very key for successful projects implementation.	1.43	.5	Strongly Agree	16
Effective resources utilization leads to proper and successful projects implementation.	1.46	.5	Strongly Agree	17
Average	1.91	0.63		

The table above shows the means and standard deviations of the Likert scores from the respondents' level of agreement on the statements about implementation of development projects in Karongi District. As far as operationalization of Joint Action Planning by Development Actors in Karongi District is concerned, the findings revealed that the level of operationalization of Joint Action Planning is very low as stated by results from the key informants with the average mean of 1.75 and a standard deviation of 0.09.

For the general smoothness and inexistence of challenges in the implementation of development projects in Karongi District, respondents disagreed with it on an average mean of 2.96 and the standard deviation of 0.59. This shows how much projects interveners are not satisfied of the general situation of how development projects in Karongi are going on.

This goes in the same line with research conducted by Shafic et al. (2015) on the implementation of donor-funded projects and their successful determinants from Uganda. They had a purpose of examining, and check the empirical relationship between risk management, organizational rationality, and knowledge management for successful completion and implementation of donor-funded projects. Data was collected from 195 projects leaders from inside and outside project management systems. Through regression and correlation analysis, data was analyzed. Their findings are that risk management, knowledge management, rationality, and successful implementation, are the predictor variables that are positively and significantly related to successful project implementation.

Examining whether projects activities are always implemented as per schedule and as per plan in Karongi District, and whether development projects in Karongi District are implemented through scheduled timelines; respondents disagreed with it on an average mean of 3 and 2.71 respectively and the standard deviation of 0.67 and 0.99 respectively too. The respondents do not agree with the statement, a proof of the non-respect of the principle of time and effective operationalization of the work plan. The situation is typically in the same line of Munns and Bjeirmi (2006) who have conducted a study on the impact of project management in accomplishing project success from where they have been investigating on the difference between project and project management. They tried to identify the overlap and clarify the confusion which may exist between the two, an obstacle to an effective relationship. They noticed that differential recognition and better appreciation of the two concepts will be factors of projects success. It is true because project management even surrounds on knowing all possible obstacles that may hinder the project implementation and project outputs.

Equally, Ronald (2013) from his conference presentation at Atlantic International University stipulated that scheduling and planning project activities is very critical and it is the cornerstone that determines the starting and finishing points of the project. It equally outlines the main activities to be performed. Scheduling is a very fundamental step in the effective project management and most of the time it is performed through the work breakdown structure by specialized project staffs or experts.

Assessing whether all participants for any project activity, event or training always attend as expected, respondents strongly disagreed with it on an average mean of 3.28 and the standard deviation of 0.77. In addition, analyzing whether sometimes, some participants prioritize to attend for a project activity to the detriment of another, respondents agreed with it on an average mean of 1.9 and the standard deviation of 0.64. This shows the low

participation of beneficiaries to projects activities which hamper the smooth implementation of activities and has impact on outputs performance. This is in conformity with the research conducted by Otieno (2009) who investigated on the roles of projects monitoring and evaluation and realized that a lot of projects low income countries do not make it due to many reasons, including the lack of knowledge of the relevance of monitoring and evaluation. The research explored the significance of monitoring and evaluation and how they can be utilized to hit the goal and to reach the end of the project. At the same time, the study outlined the common obstacles that hamper these two important concepts. This investigation coincided with the current study as it encourages project designers and managers, and specifically donors to pay attention on the role of co-planning and coordination on the successful implementation of projects. This investigation is in the same vein with the research under study as it encourages project designers and managers, and specifically donors to pay attention on the role of co-planning and coordination on the successful implementation of projects

3 Level of operationalization of Joint Action Planning by Development Actors in Karongi District

The second objective of the study was to evaluate the implementation of development projects in Karongi District in terms of time, target groups, and outputs. The results as analyzed from the descriptive statistics, are presented in the table here below:

Table3:Level of operationalization of Joint Action Planning by Development Actors

Indicators	Mean	SD	Interpretation	Rank
In Karongi District, joint development action planning by development partners and under coordination of JADF is operational, regular and in existence.	3.03	.14	Disagree	1
Implementing partners' identification, categorization and analysis are critical first steps in a participatory joint planning processes.	1.71	.12	Strongly Agree	2
Clear projects' objectives, specific direction and well prepared plans will enable effective coordination by District Management.	1.5	.1	Strongly Agree	3
Operating from the same areas by community partners requires prior joint planning if effectiveness needed.	1.31	.08	Strongly Agree	4
Systematic, flexible, and controlled joint actions plan avoids overlap by some intervening partners.	1.28	.08	Strongly Agree	5
Planning and Organizational Skills for multi-stakeholder platform are key to effective and better intervening partners' coordination.	1.34	.08	Strongly Agree	6
District coordinating agency with technical capacity and liaising with development actors in place will lead to a better and effective joint planning of activities.	1.46	.1	Strongly Agree	7
Strengthened District Ownership over development partners will impact on the coordinated efforts for effective joint planning.	1.59	.08	Strongly Agree	8
District JADF Coordination is very key to effective joint development action planning.	1.5	.08	Strongly Agree	9
With lack of joint planning and coordination, it is likely possible to unwisely spend resources on the same beneficiaries while they should be used in other endeavors.	1.56	.09	Strongly Agree	10
In Karongi District, joint planning takes place with respect of processes and planning steps.	3.06	.14	Disagree	11
Average	1.75	0.14		

As far as effectiveness of implementation of development projects in Karongi District in terms of time, target groups, and outputs is concerned, the findings revealed that the implementation of development projects in Karongi District is not effective, smooth, fair and dependable to the project management principles in general and projects' activities implementation in particular. This was reported by key informants with the average mean of 1.91 and a standard deviation of 0.63.

This is in conformity with Joseph study in 2014 from his study about donor funded development projects and related implementation challenges in Zambia, he discovered that despite continuous support even from outsiders, and a lot of challenges continue to underpin the development projects. Reports are drafted for the sake of reposing, however experiences from which lessons could be learned to inform decisions for effective implementation of future projects are still missing. There is, therefore, need for project teams to find and use other ways of sharing their experiences.

Through the assessment of respondents' level of agreement on the statements affirming and refusing whether clear projects' objectives, specific direction and well prepared plans will enable effective coordination by District Management, or if systematic, flexible, and controlled joint actions plan avoids overlap by some intervening partners, again if planning and organizational skills for multi-stakeholder platform are key to effective and better intervening partners' coordination, or whether District coordinating agency with technical capacity and liaising with development actors in place lead to a better and effective joint planning of activities, and finally affirmation whether with lack of joint planning and coordination, it is likely possible to unwisely spend resources on the same beneficiaries while they should be used in other endeavors, respondents have strongly agreed with it on the average means of 1.5; 1.28; 1.34; 1.46, and 1.56 respectively while the standard deviations from the same statements are 0.1; 0.08; 0.08; 0.1, and 0.09 respectively.

The above findings coincide with the research results from Zaib, Hira and Uzma (2015) who conducted a research on the link between project performance measurement system and project success from Pakistan NGO sector. The research strived assess the impact one variable has on the other. Through a self-administered, data was collected from 108 practitioners and it was analyzed using SPSS. The results revealed that M&E practices are being frequently used in NGO projects of Pakistan; particular care has been taken while designing the projects, and both variables have a positive relationship with project success; M&E showed greater impact than project design on project success. Therefore, NGOs should strengthen project design and M&E in order to improve project implementation as well as the chances for project success.

In addition, Christian and Christoph (1999) conducted a research on measuring the overlapping development activities effectiveness and from their research, they affirmed that this variable is largely used to diminish project completion times especially product development. However, it has been found out that the application of the concept especially in technological system is rare. The same, the concept differs depending on the organizational capacity.

In the same vein, Assem and Mario (2018) conducted a study on the impact of project management implementation on the successful projects completion in construction. They affirmed that regardless a good number of investigations in the body project management, little is known on how proper management implementation and methodologies may lead to project success. The milestones of project management methodologies to project successes are not yet agreed upon by a lot of researchers. This was concluded through the data which was collected from over ten countries. The collected and analyzed data affirmed that human skills, training, management tools and techniques play a significant role in the project success. The research concluded these factors are necessary ingredients for optimum project success.

3. The extent of relationship between Joint Development Action Planning and Implementation of Development Projects

The third objective of the study was to examine the extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District. The average mean and standard deviation as analyzed from SPSS are presented in the table below:

Table 4: The extent of relationship between Joint Development Action Planning and Implementation of Development Projects

Indicators	Mean	SD	Interpretation	Rank
The lack of joint development action planning leads to ineffective implementation of development projects.	1.43	.56	Strongly Agree	1
The lack of joint development action planning affects negatively the project outputs performance.	1.43	.66	Strongly Agree	2
The successfulness of the project implementation depends largely on the implementation process which involves the collective efforts of the collaborators.	1.37	.49	Strongly Agree	3
Lack of clear coordination and networking among intervening partners, leads to coincidence and collision of projects activities.	1.37	.49	Strongly Agree	4
Proper project planning and its coordination lead to better and effective projective implementation.	1.18	.39	Strongly Agree	5
JADF meetings are a key platform facilitating the implementation of development projects.	1.4	.49	Strongly Agree	6
Establishing a shared agenda of development in the District enables smooth implementation of development projects.	1.87	.75	Agree	7
Lack of joint planning, harmonization, and clear prior communication lead to schedules, recipients and content collision of development projects.	1.37	.55	Strongly Agree	8
Communication among development partners, is a key function for successful projects implementation.	1.4	.49	Strongly Agree	9

Enhancement and improvement of collaboration, cooperation, coordination, and joint planning between development partners boost and maximize projects implementation.	1.5	.5	Strongly Agree	10
With very well coordinated joint planning actions; development projects would never face problems related to activities duplication and outputs measurement.	1.59	.61	Strongly Agree	11
Joint partners' planning enables effective program delivery and execution.	1.56	.56	Strongly Agree	12
If regular and effective joint development action planning, then smooth implementation of development projects.	1.5	.56	Strongly Agree	13
The provision of appropriate network and necessary data exchange among development actors significantly contribute to the smooth implementation development projects.	1.21	.42	Strongly Agree	14
Regular communication, consultation and active listening to all impacted parties plays a significant role in the effective implementation of development projects.	1.18	.39	Strongly Agree	15
Sound planning and coordination of projects actions have impact on project implementation through effective usage of time, project scope and proper financial expenses.	1.4	.49	Strongly Agree	16
Implementation of projects activities without prior joint planning results into duplication of efforts and waste of resources.	1.4	.49	Strongly Agree	17
Proper Development Partners joint planning should yield into desired activities performance and implementation outputs.	1.37	.49	Strongly Agree	18
Resources wastage and implementation related challenges are results of weak coordination, collaboration and partnership among development projects actors.	1.31	.47	Strongly Agree	19
A shared database system or a knowledge management system of plans, actions, schedules, beneficiaries, etc. among development partners would surely allow affective implementation of development projects.	1.5	.56	Strongly Agree	20
If all development actors could consider their plans vis-à-vis their counterparts', the implementation of development projects could be conducted smoothly and achieve projects outputs as targeted.	1.4	.49	Strongly Agree	21
Well conducted joint planning leads to projects effectiveness & efficiency.	1.4	.49	Strongly Agree	22
Average	1.41	0.51		

As far as the extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District through the average chi-square calculated of 19.34 while the critical chi-square value at the degree of freedom 31 and confidence level of 95% is 18.493. With this, it is clear that the chi-square calculated is less than the chi-square critical, hence the significant extent of relationship between two variables. The analysis of correlation shows as well that there is a significant correlation at 0.05 levels.

The analysis of the range of statements focusing on the role of joint development action planning to the following possibilities of outcome such as effective & smooth implementation of development projects; project outputs performance; coincidence and collision of projects activities; proper project planning and its coordination; clear communication; schedules, recipients and content collision; activities duplication and outputs measurement; effective program delivery and execution; effective usage of time, project scope and proper financial expenses; desired activities performance and implementation outputs; and finally projects effectiveness & efficiency. Respondents have strongly agreed with these possibilities on the average means of 1.43; 1.43; 1.37; 1.18; 1.37; 1.59; 1.56; 1.5; 1.4; 1.37; and 1.4 respectively and the standard deviations of 0.56; 0.66; 0.49; 0.39; 0.55; 0.61; 0.56; 0.56; 0.49; 0.49; and 0.49 respectively.

The ideas of agreement and affirmation from the key informants confirm the role of joint action planning on multiple positive facets to implementation of development projects, hence a high extent relationship between two variables. The extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District through the significance level of 95%, a tolerance error of 0.05; an average mean of 1.41, an average standard deviation of 0.51, a degree freedom of 31, a chi-square critical of 18.493 and a chi-square value of 19.34, it was reported a very significant and high extent between both variables.

Table 5: Chi-Square Calculated

Test Statistics														
	A	B	C	D	E	F	G	H	I	J	K	L	M	N
Chi-Square	14.313 ^a	13.563 ^a	15.438 ^a	16.938 ^a	26.688 ^a	13.188 ^a	16.750 ^a	36.750 ^a	13.563 ^a	13.188 ^a	21.250 ^a	24.500 ^a	12.250 ^a	30.063 ^a
df	2	2	2	2	2	2	3	3	2	2	3	3	2	2
Asymp. Sig.	.001	.001	.000	.000	.000	.001	.001	.000	.001	.001	.000	.000	.002	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.7.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 8.0.

O	P	Q	R	S	T	U	V
30.063 ^a	14.313 ^a	26.750 ^a	15.250 ^a	18.812 ^a	24.750 ^a	14.313 ^a	14.313 ^a
2	2	3	2	2	3	2	2
.000	.001	.000	.000	.000	.000	.001	.001

The average chi-square calculated is 19.34 while the critical chi-square value at the degree of freedom 31 and confidence level of 95% is 18.493. With this, it is clear that the chi-square calculated is less than the chi-square critical, hence the significant extent of relationship between two variables. The analysis of correlation shows as well that there is a significant correlation at 0.05 levels.

These findings are in one way or another admitted and confirmed by a variety of researches as by various authors and researchers namely Jakki and Robert (1994) who conducted a research on attributes and determinants of partnership success with the emphasis on the attributes, communication behaviors, and techniques of conflict resolution. It is agreed that partnership continuously becomes a needed ingredient for competitive advantage. The literature about the understanding of the characteristics linked to it for success still forms a scientific gap. It is confirmed that partnership may in one way or another increase all parties satisfaction and increase revenues or productivity. Better relationships and characteristics of partnership include commitment, trust, quality of communication, coordination, joint problem solving and participation highly contribute to the project success.

Secondly, Sekou, Abdul, Baker and Abdul Aziz (2019) investigated on the stakeholders' involvement and its influence on the development project performance in Guinea and came at the conclusion that the involvement of stakeholders plays a significant and great importance in project performance. Since 2014, remarkable and tremendous improvement in the way projects management is reorganized and restructured of high appreciation. To make it, it required, however, the engagement and involvement of various stakeholders ranging from government to non-government organizations.

On the other hand, John and Shawn (2001) investigated on the role played by effective utilization of resources in making impact on project performance. The main concepts which were confronted are mainly resource acquisition, business strategy, employment and performance. The literature shows that the deep investigation into the matter still lacks. The results from the analyzed data revealed that if institutions want to be successful, they should align organizational strategy to the available capacity as far as resources acquisition is concerned.

Furthermore ZhongXiangZhang (2006) investigated on clean development mechanisms projects in China and linked it with proper implementation of project activities. The researcher realized that with a lot of engagement by China, through variety of mechanisms set in place, it is highly expected to be a leading country in the endeavor. This expectation seems to be not fully realized as far as there is still lack of awareness by both parties, clear institutional structure and strategies to largely exploit this potential.

Conclusively, by examining the extent of relationship between Joint Development Action Planning and Implementation of Development Projects, using the significance level of 95%, a tolerance error of 0.05; and an average mean of 1.41, respondents admitted that the extent of relationship is very significant between both variables.

V. FINDINGS, CONCLUSION AND RECOMMENDATIONS

1. Findings

As far as operationalization of Joint Action Planning by Development Actors in Karongi District is concerned, the findings revealed that the level of operationalization of Joint Action Planning is very low as stated by results from the key informants with the average mean of 1.75 and a standard deviation of 0.09.

As far as effectiveness of implementation of development projects in Karongi District in terms of time, target groups, and outputs is concerned, the findings revealed that the implementation of development projects in Karongi District is not effective, smooth, fair and dependable to the project management principles in general and projects' activities implementation in particular. This was reported by key informants with the average mean of 1.91 and a standard deviation of 0.63.

As far as the extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District through the average chi-square calculated of 19.34 while the critical chi-square value at the degree of freedom 31 and confidence level of 95% is 18.493. With this, it is clear that the chi-square calculated is less than the chi-square critical, hence the significant extent of relationship between two variables. The analysis of correlation shows as well that there is a significant correlation at 0.05 levels.

2 Conclusion

In this part, conclusion was drawn basing on the findings of the study and in relation to its objectives.

The first objective of the study was about assessing the operationalization of Joint Action Planning by Development Actors in Karongi District. Based on the research findings, it can be very well concluded that in Karongi District, joint development action planning by development partners and under coordination of JADF is not operational, regular and it is quite inexistent; development partners available in the area have been identified, categorized and analyzed in terms of needs assessment and intervention; development projects' objectives and key actions are not known by all counterparts and stakeholders; planning and organizational skills for multi-stakeholder platform are key to effective and better intervening partners' coordination; District JADF Coordination is very key to effective joint development action planning; in Karongi District, development partners joint planning rarely takes place; the level of operationalization of Joint Action Planning by Development Actors in Karongi District is low and not satisfactory.

The second objective of the study was about evaluating the implementation of development projects in Karongi District in terms of time, target groups, and outputs. Based on the research findings, it can be very well concluded that implementation of development projects in Karongi District has some limitations and challenges; most of the projects activities are not complying with implementation schedule and action plan timelines; it is not easy for some projects to perform with satisfaction the targeted activities outputs; the progress and logic of the implementation plan

are hampered by beneficiaries personal interests and conflict of interest; duplication of activities, concurrency of events, activities collision, projects overlap are some of the implementation challenges faced by Development Projects in Karongi District; the success of development projects can only be possible if implementation guidelines are properly followed via a clearly communicated plan, the effectiveness of the implementation of development projects in Karongi District in terms of time, target groups, and outputs is critical, and stakeholder engagement is very key for successful projects implementation.

The third objective of the study was about examining the extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District. Based on the research findings, it can be very well concluded that the lack of joint development action planning leads to ineffective implementation of development projects; the lack of joint development action planning affects negatively the project outputs performance; JADF meetings are a key platform facilitating the implementation of development projects; communication among development partners is a key function for successful projects implementation; enhancement and improvement of collaboration, cooperation, coordination, the extent of relationship between Joint Development Action Planning and Implementation of Development Projects in Karongi District is high and significant, joint planning between development partners boost and maximize projects implementation, and finally the role of Joint Development Action Planning on Implementation of Development Projects is judged to be very key, fundamental and a prerequisite to the effective of the implementation.

3 Recommendations

The following recommendations have been drawn from the findings of this study and are addressed to all stakeholders who in one way or another, directly or indirectly are involved in projects activities planning and implementation.

The Government:

1. The government in collaboration with District local leaders should ensure that partners are not allowed to pursue their mission in the areas covered by other partners with same interventions;

Development Partners:

2. Together with the Government, development partners should properly conduct baseline surveys and fetch reliable data from Government database before jumping in any area for intervention;
3. It is recommended that in case repetition or duplication of activities by development partners, the later should be transferred in areas where there is similar needs;
4. A shared agenda of development in the District by all stakeholders should be established for enabling smooth implementation of development projects;

5. Kinds of overlap, concurrency and political competition among development partners should be avoided at any cost.

Program Managers:

6. Program Managers of development projects should ensure a shared action plan is performed to the benefits and interest of duplication avoidance;

District:

7. The District management should ensure that JADF activities and plans are very well conducted and on a regular basis;
8. The District and local leaders should sensitize the projects beneficiaries by strengthening their ownership towards development projects interventions and deliverables;
9. The District via JADF office should ensure that on regular basis a platform of all development partners is taking place with the strict attendance of all and with specified action plans;

Projects Staffs:

10. Clear understanding of the project life cycle should be explained among all projects field or implementing staffs and its impact on the overall projects outcomes;

The following areas were suggested for further research:

- a. Assessing the role of beneficiaries on the development projects success;
- b. Effective resources utilizations and successful development projects activities implementation;
- c. Stakeholders communication and development projects performance;
- d. Public-Private Partnership towards effective projects implementation;
- e. Examination of the effect of duplicated efforts on projects implementation and outputs performance.

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