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Grant Management and Performance of Health Project: A Case of Radiotherapy Improvement Project in Rwanda Military Teaching Hospital

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Abstract: *The general objective of this study was to assess the impact of grant management practices on performance of radiotherapy improvement project. Data collection instruments included a structured questionnaire for quantitative data and an interview guide for qualitative insights. The collected data were processed through editing, coding, and tabulation, followed by analysis using SPSS version 29. The results indicate model summary for grant management practices and Health Project Performance, where R was 0.945. The R Square was 0.892, meaning that budgeting practices, financial accountability, monitoring and evaluation, and donor compliance jointly explained 89.2% of the variation in health project performance. The regression findings showed that donor compliance requirement had the strongest positive and significant effect on the performance of the Radiotherapy Improvement Project ($\beta = 0.496$, $t = 8.838$, $p = 0.000$). This was followed by budgeting practices, which had a positive and significant effect ($\beta = 0.211$, $t = 4.006$, $p = 0.000$). Financial accountability also had a positive and significant influence ($\beta = 0.151$, $t = 3.248$, $p = 0.001$), while Monitoring and Evaluation had the lowest, but still positive and significant, effect on project performance ($\beta = 0.127$, $t = 3.949$, $p = 0.000$). The study concluded that grant management practices significantly improved performance of Radiotherapy Improvement Project. The study recommended that Rwanda Military Hospital should strengthen participatory budgeting, financial accountability systems, Monitoring and Evaluation practices, and donor compliance procedures to improve project implementation and performance.*

Keywords: *Grant Management Practices, Budgeting Practices, Financial Accountability, Monitoring and Evaluation, Donor Compliance Requirement, Performance of Health Project*

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1. Introduction

Health projects play a vital role in improving population wellbeing, strengthening healthcare delivery systems, and supporting national development efforts. These projects support prevention programs, treatment services, health promotion activities, and health system strengthening initiatives that aim to improve the quality and accessibility of healthcare services. Strong project implementation practices allow governments and development partners to deliver sustainable health interventions and expand healthcare access to vulnerable populations across different regions of the world (World Health Organization, 2023).

Grant management refers to the process and practices involved in planning, allocating, utilizing, monitoring, and reporting financial resources provided through grants to support development initiatives. It involves structured financial planning, transparent budgeting, compliance with donor regulations, financial accountability, and systematic monitoring and evaluation of funded programs. Effective grant management strengthens institutional capacity and ensures that project resources are used efficiently in accordance with approved objectives (Bamberger & Raimondo, 2021).

In developing countries, the health sector has benefited from donor support that finances essential health services and strengthens healthcare delivery systems. Development partners provide grants that assist governments and implementing organizations in expanding health infrastructure, procuring medical equipment, training healthcare personnel, and improving health service delivery. Proper utilization and management of donor grants remain important elements in ensuring sustainability and effectiveness of health programs (World Bank, 2022).

In Rwanda, effective grant management practices such as proper budgeting, financial accountability, monitoring and evaluation, and compliance with donor regulations are essential for improving the performance of health projects. Rwanda has received financial support from global health initiatives and international development partners to strengthen health programs, including maternal health services, infectious disease prevention, and community health interventions (Binagwaho & Scott, 2022).

Despite the availability of financial support, the performance of some health projects remains below expectations. In general cases, challenges related to weak financial oversight, delayed disbursement of funds, inadequate monitoring systems, and limited institutional capacity affect implementation outcomes. Development assessments indicate that many donor-funded projects encounter performance challenges associated with weak financial accountability and project oversight mechanisms (OECD, 2021).

Although several studies have highlighted the importance of grant management and donor funding in development programs, limited attention has been given to how specific grant management practices influence the performance of health projects in Rwanda. This study therefore assessed the impact of grant management practices on the performance of Radiotherapy Improvement Project in Rwanda Military Teaching Hospital.

The general objective of this study was to assess the impact of grant management practices on performance of Radiotherapy Improvement Project in Rwanda Military Teaching Hospital, Rwanda.

2. Literature Review

This section presents the theoretical and empirical literature related to grant management practices and performance of health projects.

2.1 Theoretical Review

The Theoretical Review section provides the academic scaffolding for the research by identifying and analyzing established theories that explain the relationship between grant management and project performance

2.1.1 Agency Theory

Agency Theory, developed by Michael Jensen and William Meckling in 1976, addresses the problems that arise when one party (the principal) delegates work to another (the agent). The theory focuses on resolving the conflict of interest between the two parties. It assumes that agents may not always act in the best interest of the principal. Mechanisms like reporting and auditing are used to align interests and monitor behavior. The theory is foundational in economics and management for understanding contractual relationships (Eisenhardt, 2021).

The study utilized Agency Theory to assess how reporting requirements act as a control mechanism in Radiotherapy Improvement Project. The theory helped explain the administrative burden placed on the project team and whether these control mechanisms actually improve performance or if they merely add bureaucratic layers that slow down execution.

2.1.2 Resource Based View Theory

Resource Based View Theory was originally articulated by Birger Wernerfelt in 1984 in his article titled “A Resource-Based View of the Firm” published in Strategic Management Journal. The theory proposes that organizations achieve competitive advantage through effective use of internal resources and capabilities rather than relying only on external market conditions. Wernerfelt emphasized that valuable, rare, and difficult to imitate resources provide the foundation for sustainable organizational performance. These resources may include financial assets, human expertise, institutional knowledge, and operational systems that support organizational efficiency (Barney & Wright, 2021).

Resource Based View Theory supported analysis of how effective management and utilization of grant resources improved implementation of health programs. It also provided a framework for understanding how financial capabilities contribute to operational success within project environments. Application of this theory therefore helped explain how grant management practices influenced health project performance in the proposed study.

2.1.3 Project Management Theory

Project Management Theory emerged from early management science and systems engineering practices that developed during the mid-twentieth century to improve planning and coordination of complex projects. The theory evolved through structured methodologies designed to guide the planning, execution, and control of project activities. A major milestone in the development of project management knowledge occurred when the Project Management Institute introduced the Project Management Body of Knowledge framework in 1987 to standardize project management practices. The framework provides principles and processes that guide effective project implementation across sectors (Project Management Institute, 2021).

Project Management Theory provided a conceptual foundation for understanding how management processes influence project efficiency and service delivery. Application of project management principles therefore helped explain how grant management practices contributed to improved performance of health projects in the proposed study.

2.1.4 Stakeholder Theory

Stakeholder Theory was developed by R. Edward Freeman in 1984 in his influential book titled Strategic Management: A Stakeholder Approach. The theory proposes that organizations must consider the interests and expectations of all individuals or groups affected by organizational activities. Freeman argued that effective management requires balancing the needs of stakeholders such as investors, employees, customers, government institutions, and communities. Stakeholder relationships therefore influence decision making and organizational performance across different sectors (Freeman & Sisodia, 2021).

Stakeholder Theory helped explain how effective coordination among stakeholders improved management of grant funded health initiatives. It also supported analysis of how stakeholder expectations influence financial management and project implementation. Application of this theory therefore provided a useful framework for understanding how grant management practices affect health project performance in the proposed study.

3. Methodology

3.1 Research design

The study employed descriptive and explanatory research designs with a mixed-methods approach. The descriptive design was used to describe the current state of grant management practices in health projects, while the explanatory design examined the cause-and-effect relationship between budgeting practices, financial accountability, monitoring and evaluation, donor compliance, and health project performance. The quantitative approach relied on structured questionnaires, while the qualitative approach used interviews with key informants who had direct experience in grant management and health project implementation (Creswell, 2021).

3.2 Population and sample size

The study population consisted of 219 individuals, including project managers, finance officers, monitoring and evaluation officers, health program coordinators, and Public and Community Health Workers working on Radiotherapy Improvement Project at Rwanda Military Teaching Hospital. A representative sample of 142 respondents was determined using Slovin's formula at a 0.05 margin of error. Stratified sampling was used to divide respondents according to their professional roles, and simple random sampling was then applied within each stratum to ensure fair representation.

3.3 Data collection

Data were collected through documentation, questionnaires, and interviews. The documentary review covered project reports, financial reports, monitoring and evaluation reports, grant agreements, and hospital administrative records related to Radiotherapy Improvement Project. The questionnaire consisted mainly of closed-ended items measured using a Likert scale, while interviews were conducted with project managers, finance officers, and monitoring and evaluation officers to obtain qualitative explanations on grant utilization and project performance.

3.5 Data analysis

Quantitative data were analyzed using SPSS version 29. Descriptive statistics were presented using means and standard deviations, while inferential analysis relied on Pearson correlation and multiple regression to test the relationships between grant management practices and performance of Radiotherapy Improvement Project. Qualitative data were analyzed thematically to complement the quantitative findings.

3.6 Ethical considerations

The study respected ethical requirements by obtaining authorization for data collection, informing respondents about the purpose of the study, ensuring voluntary participation, and protecting confidentiality. Respondents were assured that the information collected would be used for academic purposes only and reported in aggregate form.

4. Results and Discussion

A total of 142 questionnaires were distributed; 137 were filled and returned complete, giving a response rate of 96.48%. The findings below present descriptive and inferential tables with their interpretation, followed by discussion of the findings in relation to literature and theory.

4.1 Regression Analysis

Regression analysis was conducted to determine the effect of grant management practices on performance of Radiotherapy Improvement Project in Rwanda Military

Teaching Hospital. The model summary was used to show the level at which the independent variables jointly explained changes in health project performance. The ANOVA table was used to test whether the overall regression model was statistically significant. The coefficients table was used to show the individual effect of budgeting practices, financial accountability, monitoring and evaluation, and donor compliance on health project performance, including the significance of each variable and collinearity statistics.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.945[a]	.892	.889	.12223	1.488

a. Predictors: (Constant), Donor compliance, Monitoring and evaluation, Financial accountability, Budgeting practices
b. Dependent Variable: Health Project Performance

The results in Table 1 indicates model summary for grant management practices and Health Project Performance, where R was 0.945. This shows that there was a very strong relationship between the combined independent variables and performance of Radiotherapy Improvement Project. The R Square was 0.892, meaning that budgeting practices, financial accountability, monitoring and evaluation, and donor compliance jointly explained 89.2% of the variation in health project performance. The remaining 10.8% was explained by other factors not included in the model. The Durbin-Watson value was 1.488, which was close to the acceptable range and showed that there was no serious autocorrelation problem in the model.

Table 2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.354	4	4.089	273.652	.000[b]
	Residual	1.972	132	.015		
	Total	18.327	136			

a. Dependent Variable: Health Project Performance
b. Predictors: (Constant), Donor compliance, Monitoring and evaluation, Financial accountability, Budgeting practices

The findings in Table 2 indicates ANOVA results for the regression model between grant management practices and Health Project Performance, where the F value was 273.652. This shows that the regression model was strong in explaining the effect of budgeting practices, financial accountability, monitoring and evaluation, and donor compliance on performance of Radiotherapy Improvement Project. The significance value was 0.000, which is below 0.05 level of significance. This means that the overall regression model was statistically significant. Therefore, grant management practices jointly had a significant effect on health project performance in Rwanda Military Teaching Hospital.

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.077	.133		.578	.564		
	Budgeting practices	.211	.053	.221	4.006	.000	.268	3.728
	Financial accountability	.151	.047	.146	3.248	.001	.401	2.491
	Monitoring and evaluation	.127	.032	.160	3.949	.000	.494	2.023
	Donor compliance	.496	.056	.511	8.838	.000	.244	4.106

a. Dependent Variable: Health Project Performance

The results in Table 3 indicates coefficients of grant management practices and Health Project Performance, where budgeting practices had an unstandardized coefficient B of 0.211. This means that holding other variables constant, a one-unit increase in budgeting practices would increase performance of Radiotherapy Improvement Project by 0.211 units. The t value was 4.006 and the significance value was 0.000, which is below 0.05 level of significance. This shows that budgeting practices had a positive and statistically significant effect on health project performance. The tolerance value was 0.268 and the VIF was 3.728, meaning that there was no serious multicollinearity problem because tolerance was above 0.1 and VIF was below 5.

Financial accountability had an unstandardized coefficient B of 0.151. This means that holding other variables constant, a one-unit increase in financial accountability would increase performance of Radiotherapy Improvement Project by 0.151 units. The t value was 3.248 and the significance value was 0.001, which is below 0.05 level of significance. This indicates that financial accountability had a positive and statistically significant effect on health project performance. The tolerance value was 0.401 and the VIF was 2.491, showing that financial accountability did not have a serious multicollinearity problem in the regression model.

Monitoring and evaluation had an unstandardized coefficient B of 0.127. This means that holding other variables constant, a one-unit increase in monitoring and evaluation would increase performance of Radiotherapy Improvement Project by 0.127 units. The t value was 3.949 and the significance value was 0.000, which is below 0.05 level of significance. This shows that monitoring and evaluation had a positive and statistically significant effect on health project performance. The tolerance value was 0.494 and the VIF was 2.023, indicating that monitoring and evaluation did not have a multicollinearity problem.

Donor compliance had an unstandardized coefficient B of 0.496. This means that holding other variables constant, a one-unit increase in donor compliance would increase performance of Radiotherapy Improvement Project by 0.496 units. The t value was 8.838 and the significance value was 0.000, which is below 0.05 level of significance. This indicates that donor compliance had a positive and statistically significant effect on health project performance. The tolerance value was 0.244 and the VIF was 4.106, showing that donor compliance did not have a serious multicollinearity problem because the VIF was below 5.

The coefficient findings show that all four grant management practices had positive and statistically significant effects on health project performance. Donor compliance had the strongest effect, followed by budgeting practices, financial accountability, and monitoring and evaluation. The VIF values for all independent variables were below 5, while tolerance values were above 0.1, meaning that multicollinearity was not a serious problem in the model. These results show that grant management practices were important predictors of performance of Radiotherapy Improvement Project in Rwanda Military Teaching Hospital.

Based on the coefficient results, the fitted regression model was:

$$Y = 0.077 + 0.211X_1 + 0.151X_2 + 0.127X_3 + 0.496X_4 + \epsilon$$

Table 4: Decision on Research Hypotheses

Hypothesis	Sig. Value	Decision
$H_0$1: There is no significant effect of budgeting practices on performance of Radiotherapy Improvement Project in Rwanda Military Teaching Hospital.	0.000	Rejected
$H_0$2: There is no significant influence of financial accountability on performance of Radiotherapy Improvement Project in Rwanda Military Teaching Hospital.	0.001	Rejected
$H_0$3: There is no significant role of Monitoring and Evaluation on performance of Radiotherapy Improvement Project in Rwanda Military Teaching Hospital.	0.000	Rejected
$H_0$4: There is no significant effect of donor compliance requirement on performance of Radiotherapy Improvement Project in Rwanda Military Teaching Hospital.	0.000	Rejected

Source: Primary data (2026)

The findings in Table 4 indicates decision on research hypotheses based on the coefficient significance values at 0.05 level of significance. The first null hypothesis was rejected because budgeting practices had a significance value of 0.000, which is below 0.05. The second null hypothesis was rejected because financial accountability had a significance value of 0.001, which is below 0.05. The third null hypothesis was rejected because monitoring and evaluation had a significance value of 0.000, while the fourth null hypothesis was also rejected because donor compliance had a significance value of 0.000.

The rejection of all null hypotheses means that budgeting practices, financial accountability, monitoring and evaluation, and donor compliance requirement had significant effects on performance of Radiotherapy Improvement Project in Rwanda Military Teaching Hospital. These findings confirm that grant management practices played an important role in improving project performance. The results further show that strengthening donor compliance, budgeting, financial accountability, and monitoring and evaluation can improve the effectiveness of health project implementation. Therefore, the study established that grant management practices significantly influenced performance of Radiotherapy Improvement Project.

4.2 Discussion of Findings

This section discusses the findings of the study based on the specific objectives. The discussion links the results on budgeting practices, financial accountability, Monitoring and Evaluation, and donor compliance requirement with the performance of Radiotherapy Improvement Project. It also compares the findings with previous studies and relevant theories. The purpose is to show how the study findings agree with or relate to existing literature on grant management practices and health project performance.

4.2.1 Discussion on Budgeting Practices and Performance of Radiotherapy Improvement Project

Budget preparation, stakeholder involvement, budget allocation, budget monitoring, budgetary control, and variance analysis were important in Radiotherapy Improvement Project. These practices helped the project team to plan resources, align activities with financial capacity, and reduce confusion during implementation. This agrees with Kerzner (2022), who explained that budgeting practices provide a structured financial framework for planning, allocation, and control of resources during project implementation. It also relates to Project Management Institute (2021), which stated that proper budget preparation helps project managers match available resources with operational needs and expected project outputs.

Budgeting practices had a positive and significant effect on performance of Radiotherapy Improvement Project. Improvement in budget preparation, budget monitoring, and budgetary control contributed to better project performance. This is in line with Jiang et al. (2025), who found that budgetary participation improves institutional performance by strengthening staff involvement and financial planning in public hospitals. The results also agree with Musiega et al. (2023), who showed that budget execution processes influence health service delivery by improving resource use and implementation efficiency.

Project Management Theory supports the discussion on budgeting practices and performance of Radiotherapy Improvement Project. The theory explains that project success depends on proper planning, budgeting, resource coordination, scheduling, and performance control. In this project, budgeting practices worked as a planning and control mechanism that guided the use of financial resources. Therefore, Project Management Theory supports the idea that strong budgeting practices improve the performance of health projects.

4.2.2 Discussion on Financial Accountability and Performance of Radiotherapy Improvement Project

Financial documentation, transparent reporting, internal controls, regular audits, adherence to financial procedures, and expenditure approval were important in Radiotherapy Improvement Project. These practices helped the project to maintain transparency, reduce misuse of funds, and strengthen trust among stakeholders. This agrees with International Monetary Fund (2022), which explained that financial accountability helps institutions demonstrate transparency in allocation, utilization, and reporting of resources. It also relates to United Nations Office on Drugs and Crime (2023), which stated that internal controls and reporting systems support proper monitoring of financial transactions and responsible use of funds.

Financial accountability had a positive and significant influence on performance of Radiotherapy Improvement Project. Proper documentation, reporting, auditing, and financial controls contributed to improved performance of the project. This is consistent with Wang et al. (2023), who found that financial accountability mechanisms improve institutional efficiency and service delivery in public healthcare institutions. It also agrees with Schmidt and Müller (2024), who indicated that transparent financial reporting strengthens credibility and improves management of resources in healthcare organizations.

Agency Theory supports the discussion on financial accountability and performance of Radiotherapy Improvement Project. The theory explains that reporting, auditing, and control mechanisms help reduce conflicts between fund providers and project implementers. In this project, financial accountability helped to ensure that project resources were used according to agreed objectives and donor expectations. Therefore, Agency Theory supports the view that financial accountability improves project performance by strengthening transparency and control.

4.2.3 Discussion on Monitoring and Evaluation and Performance of Radiotherapy Improvement Project

A clear framework, regular Monitoring and Evaluation activities, defined indicators, reliable data, progress reports, feedback mechanisms, and early identification of challenges were important in Radiotherapy Improvement Project. These practices helped the project team to track activities, assess progress, and improve decision-making during implementation. This agrees with World Health Organization (2023), which explained that Monitoring and Evaluation supports project implementation by measuring progress, outcomes, and effectiveness. It also relates to United Nations Development Programme

(2022), which stated that monitoring helps project managers compare actual progress with planned targets and identify operational challenges.

Monitoring and Evaluation had a positive and significant role in performance of Radiotherapy Improvement Project. Continuous tracking, reporting, use of indicators, and feedback supported better project implementation. This is in line with Li et al. (2022), who found that Monitoring and Evaluation systems improve public health program performance by strengthening coordination, accountability, and resource utilization. It also agrees with Tsofa et al. (2023), who showed that strong monitoring systems improve efficiency and service delivery in health programs.

Project Management Theory supports the discussion on Monitoring and Evaluation and performance of Radiotherapy Improvement Project. The theory emphasizes that project performance depends on systematic monitoring, control, performance measurement, and corrective action. In this project, Monitoring and Evaluation helped the project team to follow implementation progress and respond to challenges. Therefore, Project Management Theory supports the idea that Monitoring and Evaluation improves health project performance through continuous tracking and evidence-based management.

4.2.4 Discussion on Donor Compliance Requirement and Performance of Radiotherapy Improvement Project

Donor reporting, understanding of donor guidelines, procurement compliance, report submission, financial discipline, donor supervision, and donor confidence were important in Radiotherapy Improvement Project. These practices helped the project to follow approved procedures, protect grant resources, and maintain confidence between the project and funding partners. This agrees with European Commission (2022), which explained that donor compliance requires adherence to financial, operational, and reporting requirements established by funding organizations. It also relates to United States Agency for International Development (2023), which stated that compliance systems guide financial transactions, procurement activities, and reporting processes throughout the project lifecycle.

Donor compliance requirement had a positive and significant effect on performance of Radiotherapy Improvement Project. Respect for donor procedures, reporting deadlines, procurement rules, and financial guidelines contributed to better project performance. This is consistent with Khan et al. (2022), who found that donor compliance improves efficiency and accountability in externally funded health programs. It also agrees with Niyonzima and Uwayezu (2023), who showed that donor compliance improves project efficiency and service delivery outcomes in health projects implemented in public hospitals.

Stakeholder Theory supports the discussion on donor compliance requirement and performance of Radiotherapy Improvement Project. The theory explains that organizations must consider the expectations of important stakeholders, including donors, government institutions, project staff, and beneficiaries. In this project, donor compliance helped the project respond to donor expectations and maintain accountability to stakeholders. Therefore, Stakeholder Theory supports the view that donor compliance improves project performance through transparency, trust, and coordination.

4.2.5 Discussion on Grant Management Practices and Performance of Radiotherapy Improvement Project

Budgeting practices, financial accountability, Monitoring and Evaluation, and donor compliance requirement were important grant management practices in Radiotherapy Improvement Project. Project performance was supported by the way financial resources were planned, controlled, monitored, reported, and aligned with donor requirements. This agrees with Project Management Institute (2023), which explained that grant management covers the full lifecycle of a grant from planning to compliance and closure. It also agrees with Kerzner (2024), who described grant management as the application of knowledge, skills, and tools to grant-related activities in order to meet project requirements.

Grant management practices jointly influenced performance of Radiotherapy Improvement Project. Project performance was not explained by one practice alone, but by the combined contribution of budgeting practices, financial accountability, Monitoring and Evaluation, and donor compliance requirement. This agrees with World Bank (2023), which stated that effective grant management supports project implementation by coordinating financial resources with project activities. It also relates to United Nations Development Programme (2022), which emphasized that proper financial administration helps institutions maintain alignment between resources and project objectives.

Resource Based View Theory supports the general discussion on grant management practices and performance of Radiotherapy Improvement Project. The theory explains that organizations improve performance when they effectively manage and utilize financial resources, human expertise, institutional knowledge, and operational systems. In this project, grant management practices represented important organizational resources and capabilities that supported project performance. Therefore, Resource Based View Theory supports the conclusion that effective use of grant resources improves health project performance.

5. Conclusion and Recommendations

5.1 Conclusion

The study concluded that budgeting practices had a positive and significant effect on performance of

Radiotherapy Improvement Project. This means that proper budget preparation, stakeholder involvement, budget monitoring, and budgetary control supported better project implementation. The findings showed that budgeting practices helped the project to use financial resources properly and support timely implementation.

The study concluded that financial accountability had a positive and significant influence on performance of Radiotherapy Improvement Project. This shows that proper documentation, transparent reporting, regular audits, and expenditure approval procedures supported effective use of funds. Financial accountability also helped to strengthen trust among stakeholders and reduce risks of misuse of project resources.
The study concluded that monitoring and evaluation had a positive and significant role in performance of Radiotherapy Improvement Project. This means that clear performance indicators, regular progress reports, reliable data, and feedback mechanisms supported effective project implementation. Monitoring and evaluation helped the project to identify challenges early and improve decision-making.

The study concluded that donor compliance requirement had a positive and significant effect on performance of Radiotherapy Improvement Project. This shows that compliance with donor reporting, procurement, financial discipline, and submission deadlines strengthened project implementation. Donor compliance helped to reduce risks of fund mismanagement and improve donor confidence in the project.

The study generally concluded that grant management practices significantly influenced performance of Radiotherapy Improvement Project. Budgeting practices, financial accountability, monitoring and evaluation, and donor compliance requirement all contributed positively to project performance. The findings showed that strong grant management practices supported timely implementation, proper resource utilization, accountability, service delivery, and stakeholder confidence.

5.2 Recommendations

1. The management of Radiotherapy Improvement Project should continue to improve budget monitoring and variance analysis. Regular budget review will help the project to identify financial deviations early and take corrective measures before they affect project performance.
2. The finance department and project management team should ensure that financial audits are conducted regularly and that audit recommendations are implemented on time.
3. The Ministry of Health and Rwanda Biomedical Centre should support health projects by providing clear guidelines on grant management, financial accountability, and monitoring and evaluation.
4. **4.** Donor organizations should provide continuous technical support and supervision to Radiotherapy Improvement Project.

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