

# Project planning and Girinka Program Success in Rwanda

## A case of Simbi sector in Huye district

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**Abstract-** The purpose of this study was to examine the contribution of project planning on Girinka program success in Rwanda using a case of Simbi sector in Huye District. The specific objectives of the study were to analyze effect of project scope planning on Girinka program success, to ascertain the effect of cost planning on Girinka program success, and determine the effect of risk planning on Girinka program success. The significance of this study relies on acquiring skills on how Girinka program implementation process would stimulate its success, reviewing results in order to be used as reference for future studies. The research methodology for this study consist of a descriptive research design using both qualitative and quantitative approaches. A sample size of 279 respondents was calculated using Slovene's formula. Both purposive and simple random sampling were adopted. Due to COVID-19 prevention measures, online data collection tool and phone interviews were used. Results were analyzed in accordance with specific objectives. According to the first objective, the study felt that project scope planning has a positive and significant effect on milk production ( $b=0.129$ ,  $p\text{ value}=0.033$ ) while scope planning has insignificant effect on manure production and overcome malnutrition. Result to the second objective show insignificant with milk production, manure production and overcome malnutrition. Findings on the third objective evidenced that the risk planning has a positive and significant effect on increased milk production ( $b=0.134$ ,  $p\text{ value}=0.026$ ), increased manure production ( $b=0.100$ ,  $p\text{ value}=0.101$ ), with overcoming malnutrition ( $b=0.18$ ,  $p\text{ value}=0.762$ ). In conclusion, from analysis, it is undisputable research objective has been adequately addressed. A strong point discovered in this study was a significant correlation between project planning practices that permits Girinka program success. A strong positive correlation occurs also the project scope planning, budget planning and risk management plan that permit for Girinka program success mainly program short, medium and long term objectives and the assessment contrast relying on solely on Girinka program success are scaled from 1 to 5 when. 276. This means that the budget planning and risk management may assist Girinka program success. The study recommended that social protection projects, in order to achieve durable project success should rely on human resource skills, toward following risk management of social protection project.

**Index Terms-** Project Planning, Cost Planning, Scope Planning, Risk Planning, Girinka Program Success

### I. INTRODUCTION

Despite, a significant role of project planning on the success of program in Rwanda, most of program are failing such as intensive labor program (Ntanyoma, 2010), adult literacy program, (Rwanda Agriculture Board,2013), lateral terraces in Gatsibo District (Ruberangeyo, et al.,2011) and tailoring project for young girls in Musanze District (Mutarutwa, 2014). Previous studies evidenced that program failure is characterized by poor production, insufficiency of milk, meat and shortage is still very acute (NIS, 2011). There is also high population under poverty line, malnutrition and lack of access to the use manure in their agricultural activities (Kayigema & Rugege, 2014).

In search of ways to overcome project failure, it was contended that effective project planning processes may lead to project success. There different project planning processes for ensuring the success of program. Some of this processes would not be adequate and effective for particular program (Yang et al., 2011)). Most of studies pointed out the pertinence of scope planning (Adera, 2013), cost planning (Novo et al., 2017), risk planning (Naqvi & Aziz, 2011).

Even if, previous studies like Yang et al. (2011), Novo et al. (2017), Naqvi and Aziz (2011), Fatima et al. (2013), Oferi (2013), and Ruberangeyo, et al. (2011) undertaken researches on project planning and success, they did not utilize primary source of information via descriptive and regression with correction r-size effect to ascertain the role of strategic planning on project success with reference to social protection program like Girinka program. This knowledgeable literature and methodology gaps would be bridged through empirical analysis of scope, budget and risk management planning on Girinka program success. In light with the above identified research gaps, the study sought to carry out an investigation on how project planning processes affect the success of Girinka program in Simbi Sector, Huye District.

### 1.1 Research Objectives

- i. Specifically, this study wanted to attain the following objectives as follows:
- ii. To analyze the effect of project scope planning on Girinka program success in Simbi sector-Huye District;
- iii. To assess the effect of project cost planning on Girinka program success in Simbi sector-Huye District;
- iv. To determine the effect of project risk planning on Girinka program success in Simbi Sector-Huye District.

## II. LITERATURE REVIEW

### 2.1 Review of Empirical Studies

A study conducted by Yang et al.(2011) on integrated planning and sustainable investment programs in China, intended to know integral flow, plan for project investment on the success of project. The research adopted a critical analysis and felt that positive and negative effects of project planning practices, introducing new viewpoints for advancing more increased approaches and systems.

Novo et, al. (2017) assessed the effect of project management on project success in China with the aim to investigate the contribution of management. This study utilized desk review and revealed that design management is hardly contained in project planning processes, it stimulates its success via different patterns, such as team work knowledge, managers skills and methods with both stakeholder and beneficiaries.

A study research carried out by Fatima et al (2013) on the role of change management on project implementation success in Malaysia used desk review and indicated that most of project failed owing to poor management. The study recommended suitable management for adequate execution of project by relying on project planning practices.

Another study on project management practices was carried out to assess its contribution to the success of industries in Ghana. The study determined the level of quality of planning practices. The research used an exploratory research design and questionnaire survey to gather information on project management in Ghana using a sample size of 200 stakeholders from diverse economic industries (Ofori, 2013). Findings revealed that critical parameters that play a role to the performance of projects are top management suppose, risk management plan, clarification of objectives.

Naqvi, et, al. (2011) assessed the role of stakeholder communication on project performance. The study aimed at assessing the effects of training, monitoring and evaluation, leadership and management parameters on project sustainability. The study was conducted descriptively using 13 groups of young population. Information was discussed using descriptive statistical method. Findings were presented in tables and percentages by revealing that effective budget plan, financial management, adequate instruments affect youth project sustainability in Kenya.

In Rwanda, a survey carried out by Ruberangeyo, et al. (2011) carried a study on Rwanda social protection an ongoing process in sharing innovation, favorable social protection floor practices and indicated that 334,725 liters of milk are achieved by farmers between 2009 and 2010; moreover, 401,672 liters are achieved the period 2010 and 2011. This indicated an increase of 20%. Consequently, milk collection centers and selling points have been created in all districts including Huye.

A research conducted in Ngoma District assessed the contribution of Girinka program on poverty reduction. The study evidenced that 90% of households who received cows confirmed to use manure in their farming activities owing to its pertinence in fertilizing farms and improve crop production (Mutarutwa, 2014).

Guoli (2010) researched project cost planning impacts on project success. The descriptive design was adopted and the research used participants from stalled projects. The research deduced that a professional improvement budget follow up of project and establishes cash flow in project. The research discovered that insufficient cash effect in a

project was related to postponements and wide additional costs. However, the study did not identify the full role of project budget design on project performance in Rwanda.

Karson (2011) assessed the role of project cost planning on program success using a descriptive research design with Swedish population. The research revealed that education, culture and financial position were factors impacting methods in project management. Therefore, many middle level managers did not have power as assigned owing to their restricted duties to make decision. Different construction firms were more powered to give middle managers. Antivik and Sjöholm (2013) investigated effect of cost in project success. The research was a census and revealed that cost estimation in project is grounded on project scope, Work Breakdown Structure and associated with project plan. The study argued that for project to attain correct estimation, people would be determined relying on specific activities. According to PMBOK (2014) using a descriptive research design discovered that project project cost planning practices, (cost budgeting, estimation and project success). For this research, cost design were pertinent to achieve a given project in a project cost planning. The project is pertinent and had effect in all project phases. The research proposed that it is pertinent to preserve track of cost for different phases and total cost in project. Therefore, the work did not indicate how the association strength between project cost planning and project or program performance.

A research carried out by Darnall and Preston (2010) demonstrated that risks were planned and assessed before their appearance, but others were not forecasted and may emanate from unplanned and overruns costs. This description may be seen in literature concerning those concepts meaning that unpredictable was large and risk was a part of it. This accepts the relationship between two terms but simultaneously differentiates them. In the following chapters, the focus was on risk itself and how it may be overcome. The study revealed that many risks that may be assessed, described by project size and their difficulty. The larger the project is, the larger the number of major risks that can be encountered.

Ralph (2010) reiterates a clear definition of the term of risk management and the way in which they may be implemented. In accordance with the researcher, risk management may not be obtained in the future. Therefore, risk management contributes to the improvement and rise of follow up and more adequacy in solving problems that may be facilitated on a more adequate foundation. It emanates from project analysis from the beginning of the project (Ruuska, 2016).

Slevin and Pinto (2011) evidenced that risk analysis refers to the collection of information related to crucial and major risks to be discussed. It is related to the establishment of a list of risks with clear effects on project or program implementation. Moreover, Zwikael and Ahn (2011) demonstrated the existence of qualitative and quantitative analysis for potential risks.

Azari (2010) denoted that many elements were deemed to stimulate the choice of suitable techniques for assessing risks in accordance with project expected outcomes. In this regards, the most commonly elements include for instance expenses allocated to the use of any approach or model, salaries, utilization, recruitment process and follow up process.

Golini (2014) claims that absence of potential risks, the more it can be managed adequately, and the potential strategies for risk response were for instance, avoidance, decrease, transfer and retention. The researcher defines that usually it was not easy to make decision relying on low evidences. This may be preventable by waiting until the adequate evidence was available to respond adequately to potential risks.

Whether risks are categorized as leading negative effects to the entire project, it is of pertinence to revise the project purpose. It implies that the risk has pertinent effect on project, the adequate and appropriate solution was to prevent it by adjusting the scope or content or terminate the projects. (Darnall & Preston, 2010).

Whether a risk may be managed by another stakeholder who possess a potential ability, the appropriate approach is to transfer it. In this regards, Harold (2010) argues that risk may be transferred to those who understand how to manage it. Stakeholders that risks may be transferred to were for instance, customers, contractors and designers, relying on risk nature. Consequently, this many stimulate the use of higher costs (P MI, 2013)..

## 2.2. Theoretical Framework

This study was carried out using theory of change, cycle of poverty and anti-poverty in community development. These are fundamental theories that guided the present study.

Theory of change is helpful in clarifying results and describing techniques to copy with unfavorable social phenomenon. This model pertinent in designing and focusing on the planning framework in initial phase of designing not of execution phase (Serrador, 2013). The pertinent stakeholders, anticipations, expected results and some key parameters are accessible as a basis for the planning practices. This approach help stakeholders to consider a wide

range of services, observing at the issue the project is responding, the larger situation and adjustment in correlations with stakeholders and unplanned results. Theory of Change is described as an explanatory means of how all components are necessary to meet expected outcomes for any project. This is a combination of components like results, achievement and requirements contained in a graphical presentation (Williams, 2014). In this study, the theory of change relevant was very relevant because it has helped the researcher to develop an integrated conceptual framework for impact that brings together the issue context, the research project, intended users and research-into-use strategies.

Planning Theory is defined in the context of various processes encapsulated in the project management book guide. According to Zwikael and Ahn (2011) planning processes include scope, resource, cost, budget and risk. As a result, any project must be achieved in their framework of implementation. The most pertinent skeleton of any project is the planning phase.

Planning model is pertinent in the field of project management in order to establish factors influencing success and results of any project. Through the consideration that translation of a plan into practices is the process of achieving results (Bourne & Walker, 2016). The discrepancy between management and planning approaches is that agent comprises of complementary sub-agents that are competent enough to plan and implement any project (Ahmed, et al, 2016).

Planning theory in project was relevant to the present study through the identification of prominent determinant of scope development and other change as planned, copying with them based on the ultimate project design with the reduction or alleviation of negative effects. Therefore, it was pertinent that each adjustment or variation should be exposed to the formal revision and endorsement processes that take into consideration cost and effects but also quality determination and principle. Therefore, planning theory was relevant since it was intended to help students navigate the complexities of planning practice by developing their sensitivities to particular issues and values, which can offer a helpful point of departure when planners have to take difficult decisions

The Theory of poverty and anti-poverty program denotes a helpful approach to vulnerable groups to astound from poor living conditions that would be followed by people's involvement in improving their welfare (Koster, 2010). In the context of this model, the main focus must fluctuate from youths to stop poor living conditions and most of social protection programs are positively contributing to the reduction of malnutrition, poor access to health, illiteracy and poor living conditions (Jackson, 2016). Theory of poverty and anti-poverty program was relevant to the present study owing to its ability in providing and indicating the roots of poor living conditions and address for ameliorating those conditions. For the present research, whether Girinka program is contributing in ameliorating people's welfare, it would enable to enhance people's wellbeing

The above theories enabled the researcher to establish the conceptual framework as follows:

### **2.3 Conceptual Framework**

The conceptual framework is presented in Figure 1

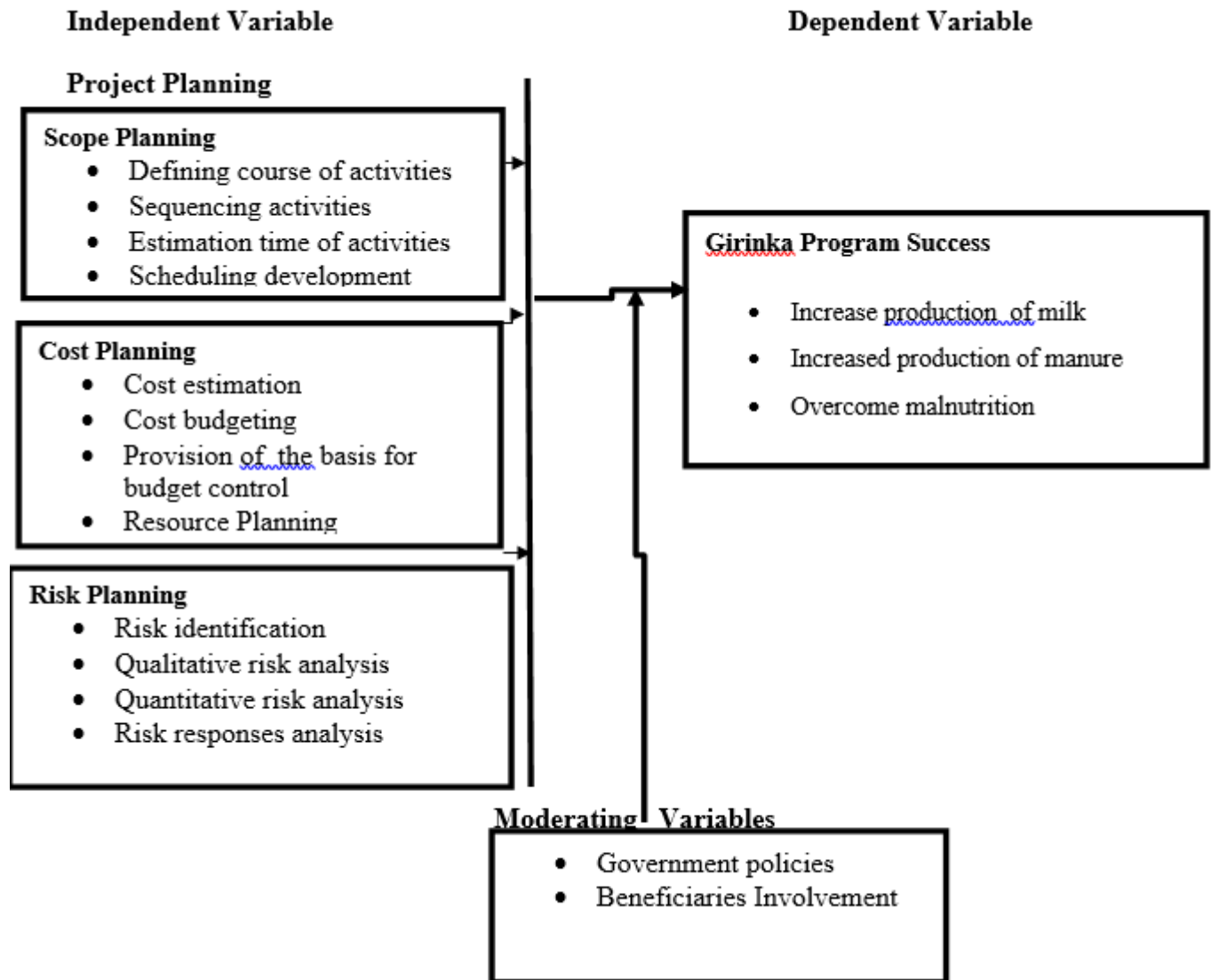


Figure 1 gives the link among research variables. In this study, project planning was independent variable, Girinka project success was dependent variable while intervening variables are government policies and beneficiaries' involvement. Therefore, independent variable was analysed through scope planning, budget planning and risk management plan. The scope planning was measured using scope definition, activity definition, activity sequencing, activity duration estimating, and schedule development. The cost planning was measured using resource planning, cost estimating of sector and to be sure that it is consistent with total income, assessment and monitoring of Girinka success, cost budgeting, and provision of the basis for budget control. The risk planning was measured using risk management planning, risk identification planning, qualitative risk analysis, quantitative risk analysis and risk response analysis.

The ultimate objective of plan is to attain short and long term targets within an expected time, planned budgetary costs and parameters of success. Finally, it is very pertinent to know that the level of project success relies on considering potential risks and elucidate copying strategies to overcome them. The dependent variable which was Girinka program success was measured using and increase production of milk, an increased production of manure, and overcome malnutrition. The dependent variable was affected according to the contribution of intervening variables and that stimulate the realization of overcome malnutrition, increase production of milk, and increased production of

manure. Both independent and dependent variables were moderated by intervening variables which were government policies and beneficiaries Involvement. Therefore, the figure shows that intervening variable impact on independent variable and affects either positively or negatively the dependent variable. Those intervening variables are, government policies, beneficiaries Involvement, local authorities, NGOs, ministry of agriculture, ministry of finance.

### III. RESEARCH METHODOLOGY

This study used the descriptive method with both qualitative and quantitative approaches. This guaranteed that understanding is improved by incorporating various methods of knowing. The sample size of 279 was drawn from 904 employees ((Simbi Sector, 2020) using a simple random sampling and purposive sampling techniques. For quantitative data analysis, descriptive and inferential statistics were used while qualitative data analysis applied content analysis.

### IV. RESULTS AND DISCUSSION

#### **4.1 Analysis of the effect of project scope planning on Girinka program success in Simbi sector-Huye District**

Table 1 presents the views on whether project scope planning affects Girinka program success in Simbi sector-Huye District.

**Table 1: Correlation Analysis between project scope planning and Girinka program success in Simbi sector-Huye District**

		Increase production of milk	Increased production of manure	of Overcome malnutrition
Defining course of activities	Pearson Correlation	.119*	.049	.074
	Sig.(2-tailed)	.048	.414	.223
	N	276	276	276
Sequencing activities	Pearson Correlation	.025	.007	.098
	Sig.(2-tailed)	.683	.910	.105
	N	276	276	276
Estimation time of activities	Pearson Correlation	.121*	.102	.005
	Sig.(2-tailed)	.044	.091	.939
	N	276	276	276
Scheduling development	215	0.244	0.512*	215
	0.048	0.346	0.036	0.048
	276	276	276	276

Results indicate an association between variables. Therefore, information on defining course of activities reveals a positive insignificant correlation between defining course of activities and increased production of manure ( $r=0.049$ ,  $p=0.414$ ) and defining course of activities with overcome malnutrition ( $r=0.074$ ,  $p=0.223$ ). These correlations were statistically insignificant given that the p value was  $>0.05$  implying that the rise of defining course of activities did not affect increased production of manure, overcome malnutrition and vice versa. However, there is a positive and significant correlation between course of activities and increase production of milk ( $0.119^*$ , p value  $0.048$ ) since the p value was  $< 0.05$ .

For sequencing activities, there were positive relationship between sequencing activities and an increase production of milk ( $r=0.119^*$ ,  $p=0.048$ ). This was associated since the p value was  $<0.005$  proposing that a change in sequencing activities leads to increased production and vice versa. Contrary to insignificant correlation between sequencing activities and increased of manure ( $r=0.025$ ,  $p=0.685$ ) and sequencing activities with the overcome malnutrition ( $r=0.098$ ,  $p=0.105$ ). These correlations are statistically insignificant given that the p value was  $>0.05$  implying that the rise of sequencing activities did not affect increased production of manure, and overcome malnutrition and vice versa.

Moreover, the findings indicated insignificant correlation between estimation time of activities and overcome malnutrition ( $r=0.005$ , p value= $0.919$ ). These were statistically insignificant given that the p value was  $>0.05$  implying that the estimation time of activities did not overcome malnutrition. However, estimation time of activities is positive correlated with increase production of milk ( $r=0.121$ , p value = $0.044$ ), increased production of manure ( $r=0.102$ , p



value=0.091). There are positive and significant correlations between estimation time of activities and increased production of manure ( $r=0.119^*$ ,  $p=0.048$ ).

There are significant correlations found between scheduling development and the increase production of milk ( $r=0.215^*$ ,  $p=0.048$ ), scheduling development and increased production of manure ( $0.512^*$ ,  $p=0.036$ ) and scheduling development and overcome malnutrition ( $r=0.546^*$ ,  $p=0.023$ ). The above relationships were significantly established since the p value was  $<0.05$  implying that a change in scheduling development produced a change in increase production of milk, increased production of manure, and overcome malnutrition and the vice versa.

#### 4.2 Assessment of the effect of project cost planning on Girinka program success in Simbi sector-Huye District.

Table 2 depicts views on the effect of project cost planning on Girinka program success in Simbi sector-Huye District.

**Table 2: Effects of project cost planning on Girinka program success in Simbi sector-Huye District.**

		Increase production of milk	Increased production of manure	of Overcome malnutrition
Cost estimation	Pearson Correlation	.232**	.160**	.176**
	Sig.(2-tailed)	.000	.001	.000
	N	276	276	276
Cost budgeting	Pearson Correlation	.284**	.189**	.325**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Provision of the basis for budget control	Pearson Correlation	.845**	.874**	.751**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Resource planning	Pearson Correlation	.887**	.873**	.864**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276

Results indicates the relationship matrix between costing planning (cost estimation, cost budgeting, provision of the basis for budget control, resource planning) and Girinka Program Success (increase production of milk, increased production of manure, and overcome malnutrition). Results show that cost estimation was statistically associated with increased production of milk ( $r=0.131^{**}$ ,  $p\text{ value}=0.000$ ), the cost estimation was associated with increased production of manure ( $0.160^{**}$ ,  $p\text{ value}=0.001$ ) and overcome malnutrition ( $r=0.176$ ,  $p\text{ value}=0.000$ ).

For cost budgeting, results show a positive correlation between cost budgeting and increased production of milk ( $r=0.284^{**}$ ,  $p\text{ value}=0.000$ ), increased production of manure( $r=0.189^{**}$ ,  $p\text{ value}=0.000$ ), and overcome malnutrition( $r=0.325^{**}$ ,  $p\text{ value}=0.000$ ).For the provision of the basis for budget control, results show a positive correlation between the provision of the basis for budget control and increased production of milk ( $r=0.845^{**}$ ,  $p\text{ value}=0.000$ ), increased production of manure( $r=0.874^{**}$ ,  $p\text{ value}=0.000$ ), and overcome malnutrition( $r=0.751^{**}$ ,  $p\text{ value}=0.000$ ). For resource planning, results show a positive correlation between resource planning and increased production of milk ( $r=0.887^{**}$ ,  $p\text{ value}=0.000$ ), increased production of manure( $r=0.873^{**}$ ,  $p\text{ value}=0.000$ ), and overcome malnutrition ( $r=0.684^{**}$ ,  $p\text{ value}=0.000$ ).

#### 4.3 Determination of the effect of project risk planning on Girinka program success in Simbi Sector-Huye District

Table 3 illustrates the views on the determination of the effect of project risk planning on Girinka program success in Simbi Sector-Huye District



**Table 1: Effects of project risk planning on Girinka program success in Simbi Sector-Huye District**

		Increase production milk	Increase of production manure	Overcome of malnutrition
Risk identification planning	Pearson Correlation	.843**	.871**	.957**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Qualitative risk analysis	Pearson Correlation	.852**	.873**	.949**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Quantitative risk analysis	Pearson Correlation	.962**	.934**	.863**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Risk response analysis	Pearson Correlation	.827**	.843**	.934**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276

The study established the relationship between risk planning and Girinka program success. Pearson correlation coefficient ( $r=0.843$ ,  $p\text{ value}=0.000$ ) between risk identification planning and increased production of milk was noted. It was ( $r=0.871$ ,  $p\text{ value}=0.000$ ) between risk identification and access to increase production of manure and ( $0.957$ ,  $p\text{ value}=0.000$ ) between risk identification and overcome malnutrition.

For quantitative risk analysis, results show a positive correlation between the provision of the basis for budget control and increased production of milk ( $r=0.926^{**}$ ,  $p\text{ value}=0.000$ ), increased production of manure( $r=0.934^{**}$ ,  $p\text{ value}=0.000$ ), and overcome malnutrition( $r=0.863^{**}$ ,  $p\text{ value}=0.000$ ). For risk response, results show a positive correlation between the provision of the basis for budget control and increased production of milk ( $r=0.827^{**}$ ,  $p\text{ value}=0.000$ ), increased production of manure( $r=0.843^{**}$ ,  $p\text{ value}=0.000$ ), and overcome malnutrition( $r=0.934^{**}$ ,  $p\text{ value}=0.000$ ).

### 5. 0 Discussion of the Research Findings

Results on the effect of project scope planning on Girinka program success in Simbi sector-Huye District concur with the observation and conclusion of Novo *et al.* (2017) where they found that planning management was comprised of project process, it facilitates its performance through patterns like team work knowledge and manager’s ability with stakeholders and beneficiaries..

Results on the effect of project cost planning on Girinka program success in Simbi sector-Huye District were relevant in the context of Karlsson (2011) since he established effects of budgeting on project success. The study discovered that education, culture and financial position were factors impacting methods or models in project management. Therefore, many middle level managers lack power assigned. Most of construction firms were more flat and power was provided to middle management. It was well related to higher level of power in any company and many affect how finances were used.

Results on the effect of project risk planning on Girinka program success in Simbi Sector-Huye District concur with the findings implying positive correlation between variables. Each of these elements significantly increase Girinka program success when they are improved. The study concur with Darnall and Preston (2010) by revealing different risk predicted due to the lack of different long term strategies. This study concurs with Slevin, and Pinto (2011) where they evidenced that the first step in risk management is information and may be achieved in different ways according to a company and project team. It implies that risk identification relies on previous experience that would be utilized for further projects. For finding the pertinent risks, an allocation needs to be done.

### 6. 0 Conclusion and Recommendations

From analysis and discussion of information, it is undisputable research objective has been adequately addressed. A strong point discovered in this study was a significant correlation between project planning practices that permits Girinka program success. A strong positive correlation occurs also the project scope planning, budget planning and risk management plan that permit for Girinka program success mainly program short, medium and long term objectives and the assessment contrast relying on solely on Girinka program success are scaled from 1 to 5 when. 276. This means that the budget planning and risk management may assist Girinka program success. Meanwhile, the limitations established in this study are as follow: risk management planning are not associated to describe program success owing to no significance of any program success indicators. Via the study objective that intended to copy the concern on the contribution of project planning practices and Girinka program success, this study reiterates a positive and significant correlation between project planning and Girinka program success. Out of this, there are still amelioration essentially toward program success though the following recommendations are proposed.

From the results, there should be cooperation between adjustments in abilities stakeholders and adjustment in Girinka program success: Social protection programs, for attaining program success should relies on managerial ability for aligning with risk management plan.

The research recommends that the government should assist local entities to understand effects of planning via various well managed plan among others. Stakeholders in different program should know that they coordinate programs in suitable ways that are able to stimulate the program success.

The study proposed that all programs should focus on planning for assessing their short, medium and long –term effect success; this is therefore, owing to planning is helpful in understanding the condition in which they are working and how to address about it.

This study takes into account project planning and Girinka program success in social protection projects. It analyzed the practices that should affect the level of success and effect of planning. In fact, further studies should take into consideration on stakeholder abilities and beneficiaries' commitment and involvement in decision making process. The study proposed that further studies should consider more pertinent practices for program success. Studies should be undertaken on implementation, monitoring and evaluation via which the sustainability and performance of program may be ameliorated.

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