

INFLUENCE OF PROJECT MANAGEMENT SKILLS OF STAFF ON PERFORMANCE OF GOVERNMENT FUNDED PROJECTS IN RWANDA: A CASE OF HUGUKA DUKORE PROJECT IN NYARUGENGE DISTRICT

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Abstract: The purpose of this study was to establish the influence of project management skills of staff on performance of government funded projects in Rwanda. The study was guided by the following objectives; to examine the influence of human resource management skills of staff on performance of government funded projects in Rwanda, to establish how financial planning skills of staff influence performance of government funded projects in Rwanda, to assess how monitoring and evaluation skills of staff influence performance of government funded projects in Rwanda and to examine how risk management skills of staff influence the performance of government funded projects in Rwanda. It is hoped that the findings of this study would help the management of Huguka Dukore initiative to understand the importance of developing project management skills of staff thus appreciate the application of such skills in the running of the day to day operations of projects. It would also guide the development of policies and guidelines governing human resource management, financial planning, monitoring and evaluation and also risk management practices. The study would contribute to the existing knowledge in project management and to increasing performance standards amongst the project management professionals and the entire industry. It would also help improve the management of government funded project. The study on project management skills would provide a platform for more research in the area and would also be used as a source of references by scholars. The research adopted Descriptive survey research design with a view of collecting information through administering questionnaires and interviews to the sampled respondents. The population of this study was 500 out of which a sample of 217 respondents was selected using Krejcie and Morgan (1970) table for determining sample size, at the confidence interval of 0.05 and confidence level of 95%. The study employed stratified and simple random sampling technique. Data collected was analyzed using SPSS to generate both descriptive and inferential statistics. The findings of the study were presented using table, charts and explanation was given in prose form. The study found out that employee at Huguka Dukore were not recruited based on experience from similar projects, training of employees was not done on a regular basis and that employees did not transfer knowledge gained from the training to the work place. The study also established that there was no internal financial control system at Huguka Dukore and that each task was not well budgeted. The study revealed that there was no tracking of implementation schedules and activities, there was no regular evaluation of project progress and that there were no periodic monitoring reports generated. Risk identification checklists were in place and were developed based on historical information. The study recommends the following; recruitment of employees with experience from similar projects and regular training of employees to increase knowledge, establishment of an internal financial control system and proper budgeting, monitoring and evaluation of all schedules and activities to ensure that necessary actions are taken in good time.

Keywords: Project, Project management skills of staff, Performance of government funded project.

1. INTRODUCTION

Project administration in different fields has turned out to be more imperative as tasks get to be intricate and costly. All around, project administration abilities have become one of the key administration effectiveness instrument that give cost and asset investment funds while in the meantime improving the nature of project executions (Njakwe, 2012). The act of project administration is relied upon to develop as showed by a figure by Hwang and Ng (2013) with a forecast of that some place around 2010 and 2020 there will be 15.7 million wander organization positions made globally across over wander raised undertakings which consolidate gathering, business administrations, data frameworks, fund and protection, utilities, oil and gas. On the off chance that the development pattern is to be maintained then there is requirement for project administration aptitudes that assist in the attainment of the project targets.

1.1 Statement of the Problem:

One of the primary test confronting Rwanda today is the administration of government financed projects. These undertakings are vital and if all around oversaw them will enhance their prosperity and add to the efficiency of this nation. Legitimate project administration has been fundamental for fruitful project conveyance. In spite of the developing interest worldwide for qualified project chiefs, there is an extensive number of project administrators who don't have the applicable abilities nor the important project administration research for effective project conveyance (Ling &Ma, 2014). Further, Amenya, Onsongo, Huka and Onwong'a (2011) showed that absence of successive observing and assessment of projects, inadequate subsidizing thwarts staffing of required fitness, absence of limit working as far as monetary administration aptitudes, uncalled for project determination procedures and absence of support from partners, are a portion of the significant difficulties that young reserve endeavors project confront.

As indicated by a study done by Njakwe (2012), more than Rwf 100 billion is lost because of absence of project administration aptitudes and related innovations both in the private and open segment. One path in which poor project administration aptitudes as a rule shows itself is fizzled projects or delays in project execution (Githenya &Ngugi, 2014). The disappointment of youth improvement tasks is an issue that has been knowledgeable about Rwanda in the past and current and could persevere later on if administrative difficulties are not tended to. Thinks about have uncovered that the disappointment rate of youth tasks in Rwanda remain at more than half in the initial three years (Bowen, Morara and Murithi, 2009). For example, the Adolescent Endeavor and Advancement Subsidize, built up in 2006, has not had any basic impact. The turning resource of \$57 million has been harmed by gross screw up, political impedance, and power wrangles. Basically, the Kazi Kwa Vijana activity has endured net bungle and misappropriation of assets. As per Bowen, Morara and Murithi (2009), insights show that 75% of the reasons for disappointment the young tasks were because of administrative difficulties. There is in this manner need to evaluate project administration aptitudes in government supported activities in Kenya. It is against this foundation that this study tried to build up the impact of project administration abilities on the execution of government supported projects in Rwanda.

1.2 Objectives of the Study:

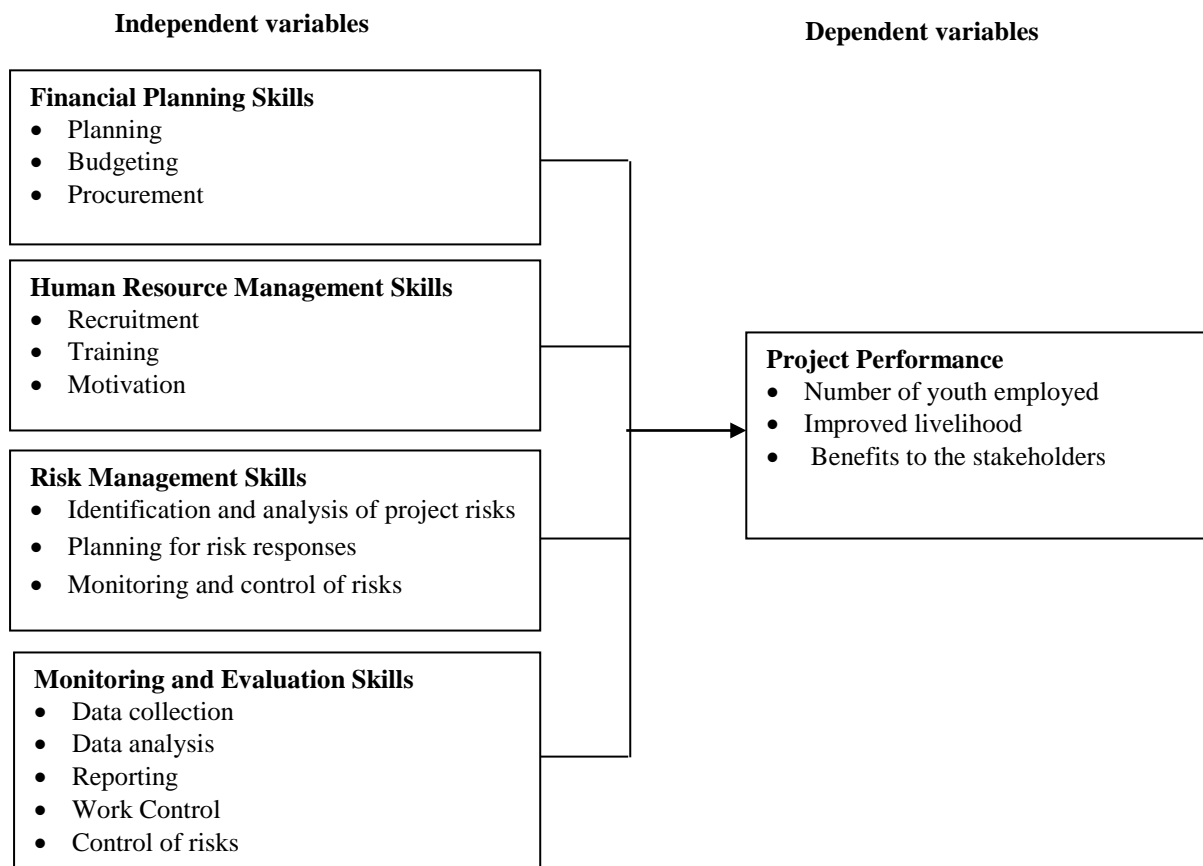
1.2.1 General Objective:

The general objective of this study was to establish the influence of project management skills of staff on performance of government funded projects in Rwanda.

1.2.2 Specific objectives

1. To establish how financial planning skills of staff influence performance of government funded projects in Rwanda.
2. To examine the influence of human resource management skills of staff on performance of government funded projects in Rwanda.
3. To examine how risk management skills of staff influence the performance of government funded projects in Rwanda.
4. To assess how monitoring and evaluation skills of staff influence performance of government funded projects Rwanda.

2. CONCEPTUAL FRAMEWORK



3. RESEARCH METHODOLOGY

- **Research Design:** This study adopted a descriptive survey research
- **Target Population:** The study targeted 500 employees of Huguka Dukore project initiative in Kimisagra at Nyarugenge District
- **Sample size:** The researcher select the sample and come up with a sample size of 217 respondents
- **Data Collection instruments:** In collection of primary data, questionnaire was used. A questionnaire is a data collection tool that has a series of questions and other prompts whose purpose is to gather information from respondents (Brace, 2008).

4. SUMMARY RESEARCH FINDINGS

Table 1: Extent to which Financial Management Skills Affect Project Performance

		Frequency	Percent
Valid	Not at all	10	5.3
	Little extent	19	10.2
	Moderate extent	33	17.6
	Great extent	68	36.3
	Very great extent	57	30.5
	Total	187	100.0

As shown in Table 1, 5.3% of the respondents showed not in any manner, 10.2% demonstrated little degree, 17.6% showed direct degree, 36.3% showed awesome degree and 30.5 % showed that to an extremely extraordinary degree money related administration aptitudes influence project execution.

Table 2: Financial Management Skills and Project Performance

Statements	Mean	Std. Dev
There is an internal financial control system at Huguka Dukore project	2.83	1.13
Each task at Huguka Dukore project is well budgeted	1.94	1.049
Individuals accountable for each task are specified	3.93	.991
There are planning charts completed by breaking down every principal activity into a variety of tasks	3.98	.966
The financial administration process at Huguka Dukore project is reviewed by the project manager	3.88	.993
The financial administration process at Huguka Dukore project is reviewed by the finance team	3.67	1.098

From the reactions the respondents showed that people responsible for every undertaking were determined with a mean of 3.93 and a standard deviation of 0.991, there were arranging graphs finished by separating each vital action into an assortment of errands with a mean of 3.98 and a standard deviation of 0.996, the monetary organization handle at Huguka Dukore project was assessed by the project chief with a mean of 3.88 and a standard deviation of 0.993 and the money related organization prepare at Huguka Dukore project was evaluated by the back group with a mean of 3.67 and a standard deviation of 1.098. The discoveries were steady with the finding of Jensen (2004) that money related organization of a project must be effectively overseen; it is a key period of the project organization prepare and ought to be checked on by the project administrator, monetary group, partners and key project colleagues frequently. Be that as it may, they differ that there was an inside budgetary control framework at Huguka Dukore project which had a mean of 2.83 and a standard deviation of 1.113. The finding does not relate to Habeeb (2013) who suggested the operation of an interior control framework as a method for money related administration. The concentrate additionally discovered that every errand at Huguka Dukore project was not very much planned with a mean of 1.94 a standard deviation of 1.049. This relates to Afande (2013) who contended that the officers in the benefactor project may likewise do not have the formal preparing in outside guide administration, planning and bookkeeping

4.1 Human Resource Management Skills and Project Performance:

Table 3: Extent to which human resource management skills affect project performance

		Frequency	Percent
Valid	Not at all	10	5.3
	Little extent	19	10.2
	Moderate extent	33	17.6
	Great extent	68	36.3
	Very great extent	57	30.5
	Total	187	100.0

As shown in Table 3, 5.3% of the respondents showed not in any manner, 10.2% demonstrated little degree, 17.6% showed direct degree, 36.3% showed awesome degree and 30.5 % showed that to an extremely extraordinary degree money related administration aptitudes influence project execution.

Table 4: Human Resource Management Skills and Project Performance

Statements	Mean	Std. Dev
Employees at Huguka Dukore project are recruited based on experience from similar projects	2.13	1.529
Employees at Huguka Dukore project are recruited based on academic qualification	3.78	.953
Training of employees at Huguka Dukore project is done on a regular basis	2.64	1.155
Employees transfer knowledge gained from the training to the work place	2.75	1.141
Staff education enhance competency needed to be factored in all the projects	2.22	1.047
Interpersonal skills needed to motivate a project team are a project manager's most important asset	3.71	1.120
The project team at Huguka Dukore project is highly Motivated	2.07	1.081

As depicted in Table 4 above, workers at Huguka Dukore project were selected in light of scholastic capability with a mean of 3.78 and a standard deviation of 0.953 and interpersonal abilities expected to rouse a project group were a project chief's most critical resource with a mean of 3.71 and a standard deviation of 1.120. These discoveries agree with the finding of Afande (2013) who set up that the degree of achievement of contributor project is resolved through specialized and organization capability of human resources of the executing offices. In any case, the respondent couldn't help contradicting the announcements that representatives at Huguka Dukore project were enlisted in light of experience from comparative tasks with a mean of 2.13 and a standard deviation of 1.529, preparing of workers at Huguka Dukore project was done all the time with a mean of 2.64 and a standard deviation of 1.155, workers exchanged learning picked up from the preparation to the work put with a mean of 2.75 and a standard deviation of 1.141, staff training upgraded competency should have been figured in every one of the activities with a mean of 2.22 and a standard deviation of 1.047 and the project group at Huguka Dukore project was profoundly energetic with a mean of 2.07 with a standard deviation of 1.081. This discovery negates Marc et al (2008) who expressed that 45 associations need to enlist representatives with fitting aptitudes and after that concede them with orderly instruction and continuous laborer help. It advances can't help contradicting Dirani (2012) who expressed that preparation improves hierarchical viability and that exchange of the skill obtained and the training has to be fully implemented in the workplace to realize full benefits.

Table 5: Extent to which Risk Management Skills affect project performance

		Frequency	Percent
Valid	Not at all	10	5.3
	Little extent	19	10.2
	Moderate extent	33	17.6
	Great extent	68	36.3
	Very great extent	57	30.5
	Total	187	100.0

As shown in Table 5, 5.3% of the respondents showed not in any manner, 10.2% demonstrated little degree, 17.6% showed direct degree, 36.3% showed awesome degree and 30.5 % showed that to an extremely extraordinary degree money related administration aptitudes influence project execution.

Table 6: Risk Management Skills Affect Project Performance

Statements	Mean	Std. Dev
There are risk identification checklists in place at Huguka Dukore project	3.85	1.022
Risk identification checklists are developed based on historical information	4.03	.874
The risk identification checklist is helpful when identifying potential risk areas	4.00	.970
Managers at Huguka Dukore project monitor and control risks	3.86	.980
Risk probability and impact assessment are carried out at Huguka Dukore project	4.06	.984
There are planned risk responses to enhance opportunities and to reduce threats	4.08	.999

The finding in Table 6 demonstrates that there were hazard recognizable proof agendas set up at Huguka Dukore project which had a mean of 3.85 with a standard deviation of 1.022, hazard distinguishing proof agendas were produced in light of authentic data with a mean of 4.03 and a standard deviation of 0.874, the hazard ID agenda were useful while distinguishing potential hazard ranges with a mean of 4.00 and a standard deviation of 0.970, supervisors at Huguka Dukore project checked and controlled dangers with a mean of 3.86 and a standard deviation of 0.980, hazard likelihood and effect evaluation were done at Huguka Dukore project with a mean of 4.06 and a standard deviation of 0.984 and there were arranged hazard reactions to improve openings and to decrease dangers with a mean of 4.08 and a standard deviation of 0.999. The mean qualities for the discovering ranges from 3.85-4.08 demonstrating that the respondents consented, as it were, on the announcements and this is in concurrence with the finding of Thamhain (2013) that compelling undertaking hazard administration requires boundless association and joint effort over all fragments of the task gathering and its surroundings.

4.2 Monitoring and Evaluation Skills and Project Performance:

Table 7: Extent to which Risk Management Skills affect project performance

		Frequency	Percent
Valid	Not at all	10	5.3
	Little extent	19	10.2
	Moderate extent	33	17.6
	Great extent	68	36.3
	Very great extent	57	30.5
	Total		187

As shown in Table 7, 5.3% of the respondents showed not in any manner, 10.2% demonstrated little degree, 17.6% showed direct degree, 36.3% showed awesome degree and 30.5 % showed that to an extremely extraordinary degree money related administration aptitudes influence project execution.

Table 8: Monitoring and Evaluation Skills and Project Performance

Statements	Mean	Std. Dev
There is tracking of implementation schedules and activities at Huguka Dukore project	2.81	1.053
Stakeholders receive continuous feedback on the progress being made in the direction of achieving Huguka Dukore project goals	2.75	1.052
There is regular evaluation of project progress at Huguka Dukore project	2.16	1.121
Monitoring at Huguka Dukore project generates periodic reports	2.71	1.177
Data is collected to measure progress	1.97	.946
Data is collected to modify progress	2.09	1.004

As shown in Table 8 above, the respondents disagreed that there was tracking of implementation schedules and activities at Huguka Dukore project with a mean of 2.81 and a standard deviation of 1.053, stakeholders received continuous feedback on the progress being made in the direction of achieving Huguka Dukore project goals with a mean of 2.75 and a standard deviation of 1.052, there was regular evaluation of project progress at Huguka Dukore project with a mean of 2.16 and a standard deviation of 1.121, monitoring at Huguka Dukore project generated periodic reports with a mean of 2.71 and a standard deviation of 1.177, data was collected to measure progress with a mean of 1.97 and a standard deviation of 0.946 and data was collected to modify progress with a mean of 2.09 and a standard deviation of 1.004. 49 The mean values for the responses lies between 1.9. The mean values for the responses lay between 1.97 and 2.81 which shows that the respondents disagreed with the statements to a great extent. This finding contradicts Lewis (2006) who stated that monitoring and evaluation of a project entail the systematic gathering and analysis of statistics on project and their activities.

Table 9: Trend of performance of the government projects

Statements	Mean	Std. Dev
Project performance relies upon on the managerial abilities and competence of the project manager	3.84	1.007
There has been increase in the number of youths employed by Huguka Dukore project	2.04	1.015
The Huguka Dukore project projects have been of benefits to the all the Stakeholders	2.17	1.026
Performance at Huguka Dukore project has been enhanced by project management skills of the project managers	1.95	1.218

From the finding the respondents indicated that project performance relied upon managerial abilities and competence of the project manager which had a mean of 3.84 with a standard deviation of 1.007. However, the respondents disagreed that there had been an increase in the number of youths employed by Huguka Dukore project with a mean of 2.04 and a standard deviation of 1.015, the Huguka Dukore project had been of benefits to the all the Stakeholders with a mean of 2.17 and a standard deviation of 1.026 and performance at Huguka Dukore project had been enhanced by project management skills of the project managers with a mean of 1.95 and a standard deviation of 1.218.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.608	.598	.01147
a. Predictors: (Constant) Financial management skills, Human resource management skills, Risk management skills, Monitoring and evaluation skills				
b. Dependent: Performance of government projects				

From the discoveries in Table 10, R was 0.780 implying that there was a positive relationship between all the four variables affecting execution of government financed projects in Rwanda. R squared was 0.608 inferring that 60.8% of the needy variable was clarified by the autonomous factors while just 39.1% of the varieties were because of different components not in the study. This suggests the relapse show has great logical and indicator grounds. The study further tested the significance of the model by use of ANOVA technique. The findings are tabulated in Table 11

Table 11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.996	4	322.635	58.352	.001 ^b
	Residual	45.288	183	5.529		
	Total	59.284	187			
a. Predictors: (Constant) Financial management skills, Human resource management skills, Risk management skills, Monitoring and evaluation skills						
b. Dependent: Performance of government projects						

From the findings on Table 11, the sum of squares due to regression is 1290.539 while the mean sum of squares is 322.635 with 4 degrees of freedom. The sum of squares due to residual is 829.370 while the mean sum of squares due to residual is 5.529 with 150 degrees of freedom. The value of F calculated is 58.352 and the significance value is 0.000. The value of critical F is 2.46. Since F calculated (value = 58.352) is greater than the F critical (2.46), this shows that the overall model was significant.

Table 12: Regression Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.396	1.145		3.46	.003
	Financial Management Skills	.026	.080	.032	.333	.040
	Human Resource Management Skills	.048	.050	.071	.960	.039
	Risk Management Skills	.286	.056	.729	10.47	.000
	Monitoring and Evaluation Skills	.084	.067	.101	1.253	0.12

From the data in the above table the established regression equation was $Y = 0.396 + 0.026 X_1 + 0.048 X_2 + 0.286 X_3 + 0.084 X_4$. From the findings of the regression analysis if all factors (human resource management skills, financial management skills, monitoring and evaluation skills and risk management skills) were held constant, project performance would be at 0.396. A unit increase in human resource management skills would lead to an increase in project performance by 0.071. A unit increase in financial management skills would lead to an increase in project performance by 0.032. A unit increase in monitoring and evaluation skills would lead to an increase in project performance repayment by 0.101 and a unit increase in risk management skills would lead to an increase in project performance repayment by 0.729. All the variables were significant as the P-values were less than 0.05, an indication that all the factors were statistically significant.

The interviewees were asked on how they are included in project administration abilities where they showed that they pick project administration procedure and help in recognize the important achievement criteria. They likewise demonstrated that they decide and bolster suitable achievement components to build the possibility of making those progress criteria for maintained subsidized foundation projects through human and monetary capital support. They additionally demonstrated that top administration bolster assumes a basic part in the acknowledgment of the project accomplishment as it must attempt a complete meeting with all project partners. On the part of top administration on human asset administration aptitudes the interviewees showed that they obviously characterize and impart the parts and obligations of project colleagues and arrange satisfactory and significant preparing adjusted to changing needs in view of

the accessible 55 spending plan. They likewise demonstrated that they give motivator arrangements to grant and perceive performing project colleagues to keep them inspired and followed consistently execution of colleagues. On the aptitudes required in monetary administration, the interviewees demonstrated that budgetary arranging was done that prompted to project spending era preceding task beginning. Enough endeavors to control the project spending plan to guarantee that cash is spent suitably as arranged and legitimate approval made. They additionally demonstrated that down to earth controls measures are set up by the association to guarantee that undertakings adjust to determined spending plans included controlling the project scope, utilizing altered value understandings as opposed to time and materials assertion, utilization of sign offs to particular spending plans, business cases and project contracts.

The interviewees demonstrated that the top administration was included in observing and assessment and had experience and preparing, used checking and assessment data, nonetheless they showed that the observing was not extremely predictable and there existed a few slips by because of absence of qualified staff to do an extensive appraisal of projects. Besides, they showed that the execution of observing and assessment frameworks was not tasteful given data was not promptly open to project group, criticism after estimation of project exercises was not got in goodtime since there was deferral in aggregation of reports and subsequently delays in making a move.

On their part in hazard administration the interviewees demonstrated that they apply chance administration aptitude for the most part to perplexing, gigantic speculation, high dubious and more dangerous tasks. The higher the vulnerability, the higher is the hazard and the higher is the degree of the utilization of hazard administration abilities. They showed that even low instability projects endure delays, project spending overwhelms and low quality items and their prosperity is not ensured. These activities also can profit by hazard administration application that will enhance their prosperity rate.

5. CONCLUSIONS

The accompanying conclusions were produced using the study;

- i. Poor project administration abilities may bring about wastage of assets or even aggregate project disappointment. Human asset, monetary arranging, observing and assessment and hazard administration aptitudes are vital and ought to be precisely overseen from the onset of the project to the fruitful fulfillment of the project. It additionally reasons that aptitudes in view of experience from comparative activities are real segments that the human asset office must consider when enlisting for a project.
- ii. Project observing and assessment has been an awesome disappointment at Huguka Dukore in numerous perspectives and this may have prompted to slips between project stages in view of absence of input which accommodates stream and consistency so as to actualize remedial or preventive activities to carry the project into consistence with the project administration arrange.
- iii. Project chance administration, chance distinguishing proof and relief are a crucial aptitude required by each project chief and this is by all accounts set up at Huguka Dukore. Satisfactory hazard administration procedures are essential in recognizing instabilities in a project and utilizing systems to react to such dangers.

6. RECOMMENDATIONS

This study makes the following recommendations.

- i. The association ought to think of interior budgetary controls and spending plan for the project thing by thing so that all the project exercises are very much planned for to maintain a strategic distance from deferrals over the span of usage or aggregate project disappointment. Great monetary administration rehearses request that key administration standards and models, for example, maintainability, responsibility and straightforwardness which are vital for standardized formal procedures are set up.
- ii. The accompanying suggestions were made in view of the discoveries of the study; Huguka Dukore ought to guarantee that sufficient arrangements and assets exist to enlist, propel, prepare and create representatives. The association ought to accentuate more on preparing its project administration group in order to raise the guidelines of results radiating from each project and guarantee that their project groups have the important abilities, for example, money related arranging, checking and assessment and hazard administration to alleviate the project from disappointment.

- iii. The legislature ought to guarantee that satisfactory assets are distributed to projects, since this is a noteworthy determinant to usage of undertakings. It ought to likewise have arrangements set up from start to execution to relieve wastage, time administration and also guarantee that every one of the procedures are well laid out and took after.
- iv. Huguka Dukore ought to think of a following of usage timetable and exercises, give partners persistent input on the advance made and lead standard assessment of activities to gauge whether they are on track and in case of any deficiencies, take important activities.

Suggestions for further research:

This research has been limited only on potable water supply and sanitation Project in Rwanda; other similar researches may be done in other projects and locations of the globe to confirm or to contradict the findings. Based on the conclusions and findings of the study, the following areas were suggested for further research: This study concentrated on the impact project management skills of staff on performance, future studies ought to concentrate on; impact of other project administration aptitudes that were not canvassed in this study; other youth activities other than “Huguka Dukore” activity; project improvement activities by different groups.

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