

Project Management Practices on Performance of Social Development Projects. A Case of Justice and Peace Projects, Ruhengeri Diocese (2018-2020)

Umuhire Gérardine^{a*}, Ndabananiye Gamariel^b, Dr Dushimimana Jean de dieu^c,
Mutabazi Placide^d

^{a,b,c}University of Kigali (UoK), School of Graduate Studies, P.O Box: 2611 Kigali, Rwanda

^dNkumba University, School of Postgraduate Studies and Research, P.O. Box 237, Entebbe Uganda

^aEmail: gerardine.umuhire@yahoo.fr, ^bEmail: ndabananiyegamariel@gmail.com,

^cEmail: jeandedieudushimimana516@gmail.com, ^dEmail: muplacidus@yahoo.fr

Abstract

Project management practices remain playing a significant role in worldwide social development Projects as drawing and establishing of project goals, vision and targets. This study emphases on the Project Management Practices on Performance of Social Development Projects. A case of Justice and Peace Projects, Ruhengeri diocese. The study's population comprised of the all the employees of Justice and peace commission of Ruhengeri Diocese. 60 population was chosen as they are directly involved with the operation at Justice and peace commission in 15 parishes of Ruhengeri Diocese and thus the most conversant for the study. The target population was under 100 people, for that all employees of Justice and peace commission of Ruhengeri Diocese. The information was collected using documentation technique, questionnaire and interview while the analysis was done with the help of Statistical Package for Social Scientists (SPSS. 20). The researcher used evocative survey project design as evocative research survey design delivers an appropriate technique of gathering data in respects to the schoolwork variables on project administration practices. The study findings revealed that Project management practices had a significant positive correlation with development projects in Justice and Peace Commission in Ruhengeri Diocese.

Keywords: *Communication; Planning; Stakeholders involvement; Monitoring and evaluation; Budgetary compliant; Project goal attainment; Quality of products; Reduction of risks.*

* Corresponding author.

1. Introduction

The emergence of technological advancements and accelerated national and industrial developments have globally transformed project management practices into a highly sophisticated process ended the years [1].

In Africa, Landau [2] points out that in developing countries like Ghana; there is high resource allocation on social projects to improve performance. The high allocation of the resources was by the detail that social projects play vital roles in the lives of the citizens. Such roles stretch from the enhancement of food safety, formation of service and cohort of external argument, the volume of raw resources for an industry which contributes to poverty reduction and supports environmental sustainability among others.

Project management organization in Zimbabwe has designated that project management practices remains certainly a deserted dossier for Zimbabwe's financial recovery medicine that container no longer remain left deceitful on the lazy shelves [3]. In connected expansion, others have optional that there remains likewise a increasing consciousness for effective project management practices in emerging budget which should offer a possibly rigorous concept near improving project performance[4]. Developing countries remain consequently named to draw teachings from the industrialized countries to confirm that plan administration practice notions remain employed to the later[5]. Project performance dimension remains critical in managing projects as it allows the project manager to institute experiments in economical and choice in period and devise proper instruments that discourse these experiments[6]. However, Turner and Muller [7] detect that those that remain complicated in the task treatment, miscarry to income a proactive technique to overwhelming the reservations. As a consequence of this, project reforms and economical attacks remain typically met due to an supervise of probable danger. Unsatisfactory information and unsuccessful management of project not lone caused project rate teeming, completion stays but also finish previously achievement. Non-Governmental Administrations tasks endure to remain mutual in each object of presence moreover to the procedure manufacturers in respects to together locally and universally expansions, however, the disadvantaged presentation of tasks and the dissatisfactions of project looked to remain a common scenario[8]

Now in some NGOs there remain specific difficulties such as: ineffective task preparation and homework, objectives and expected outputs of projects not clearly defined, inadequate project execution, operation and supervision, lack of adequately trained and competent project managers[9-10]. Nonetheless, the schoolwork castoff a case schoolwork which includes a minor sample[11-12]. This study consequently, sought to analyze the effect of task administration follows on the presentation of non-governmental organizations projects within Justice and peace commission in Ruhengeri Diocese, some consequences of these experiments are: inability to manage time properly, lack of completing projects on time.

2. Methods

Evocative survey project research design was used in this study. Data were collected using documentation technique, questionnaire and interview. Data were analyzed using the Statistical Package for Social Sciences

(SPSS) version 20. Statistical analysis using inferential statistics was used considering p-value, 0.05 as the level of significance and 95% Confidence Interval (95% CI).

3. Significance of the study

This study will deliver high opportunities to researchers to comprehend the task administration performs and presentation of social development project in Ruhengeri Diocese.

In the academic, this research will help other researchers in conducting their study to the same field because after this research is successfully conducted; one copy will be deposited to the library of University of Kigali.

Non-government organizations are aware of achieving a sustainable performance using project management practices to help readers to get the presentation of NGOs institution especially Justice and Peace Commission.

4. Results and Discussion

This section presents, analyzes and interprets data gathered from primary and secondary sources. The chapter is divided into sections. In order to supplement the findings from the collected questionnaires, interview was also used.

Table 1: Correlation among task announcement and presentation of community expansion projects

		Project communication	Performance of social development projects
Project communication	Pearson Correlation	1	.781**
	Sig. (2-tailed)		.000
	N	60	60
Performance of social development projects	Pearson Correlation	.781**	1
	Sig. (2-tailed)	.000	
	N	60	60

Source: Field data, September 2021

Table 1 reveals that questionnaires were answered by 60 respondents. (Sig.=0.000<0.05, Pearson Correlation = 0.781). This table indicates that project announcement expended a significant and moderate positive correlation by task presentation of social expansion tasks in Impartiality and Peacetime Commission in Ruhengeri Diocese. In complement with Affare [11] passed out a schoolwork on a valuation of task announcement administration on building tasks in Ghana. The study sampled 97 professionals occupied with experts, project customers and workers with D1K1 organization. The research established that within the Ghanaian building manufacturing, there remains a strong appreciation of the significance of task announcement and its standing inside the business.

According Interview: Project communication is crucial for the Justice and Peace Commission because everyone benefits," said one respondent. Everyone participating with a project, from the director to the end user and even third gatherings, can see the benefits. The Justice and Peace Commission in the Ruhengeri Diocese may easily meet its goals with the application of skills, information, procedures, and equipment.

Table 2: Correlation between project planning and performance of community expansion projects

		Project planning	Performance of community expansion projects
Project planning	Pearson Correlation	1	.602**
	Sig. (2-tailed)		.000
	N	60	60
Performance of social development projects	Pearson Correlation	.602**	1
	Sig. (2-tailed)	.000	
	N	60	60

Source: Field data, September 2021

Table 2 reveals that questionnaires were answered by 60 respondents. (Sig.=0.000<0.05, Pearson Correlation = 0.602). This table indicates that project preparation had a significant and moderate positive correlation with project presentation of social expansion projects in Impartiality and Peacetime Instruction in Ruhengeri Diocese. Also, the project director's management assistances and task achievement remains strongly correlated Buba and Tanko [12] schoolwork inspected the consequence of task preparation on quality performance of creation projects. A whole of 43 questionnaires remained distributed to 3 important groups of defendants who included Quantity Surveyors, Builders, and Architects who were project directors in Nigeria. It was recognized that the ability of a task executive in giving way remains the finest management style and donates to the finest creative quality of the task and likewise indications to improved inter-functional relations. An interviewee said that "The primary persistence of planning is to make universal considerate of the determinations of Justice and Peace commission and to put operational processes in place to director the project towards their accomplishment in Ruhengeri Diocese".

Table 3: Correlation between stakeholders participation and performance of community expansion projects

		Stakeholders involvement	Performance of community expansion projects
Stakeholders involvement	Pearson Correlation	1	.802**
	Sig. (2-tailed)		.000
	N	60	60
Performance of social development projects	Pearson Correlation	.802**	1
	Sig. (2-tailed)	.000	
	N	60	60

Source: Field data, September 2021

Table 3 reveals that questionnaires were answered by 60 respondents. (Sig.=0.000<0.05, Pearson Correlation=0.802). This table indicates that investors' participation had a significant and high positive correlation with project presentation of social increase projects in Impartiality and Peacetime Instruction in Ruhengeri Diocese. Adan [13] schoolwork examined the Consequence of investors' character on presentation of electorate expansion trust projects a case of Isiolo North Constituency, Kenya. Expressive investigation design was utilized. The schoolwork directed those who represented 155 CDF projects in Isiolo North Constituency. Semi controlled questionnaire and interview schedules were to use collect data. Expressive and inferential analysis was applied. This schoolwork create that the part of project application by project directors and administration officers' character controlled to better presentation of tasks.

An interviewee that " Management build coordination through bringing together a diverse range of stakeholders to share needs, information, ideas and knowledge and harmonize the objectives of individual groups to reach common of Impartiality and Peacetime commission".

Table 4: Correlations between checking and assessment on the presentation of community expansion plans in Justice and Peace commission

		Checking and assessment	Performance of social development projects
Checking and assessment	Pearson Correlation	1	.697**
	Sig. (2-tailed)		.002
	N	60	60
Performance of social development projects	Pearson Correlation	.697**	1
	Sig. (2-tailed)	.002	
	N	60	60

Source: Field data, September 2021

Table 3 reveals that questionnaires were answered by 60 respondents. (Sig.=0.000<0.05, Pearson Correlation = 0.697). This table indicates that checking and assessment had a significant and moderate positive correlation with project presentation of social increase projects in Impartiality and Peacetime Instruction in Ruhengeri Diocese.

In their schoolwork [14] looked at how project Checking and Assessment inspiration presentation of Youth Funded Agribusiness Projects in Bahati Sub-County, Nakuru County, Kenya. A census was leading on the objective inhabitants of 50 business youth funded group projects. Data was composed through structured questionnaires. Outcomes presented that only the exercise of staff had a statistically important impact on task checking and assessment performance of youth funded business projects (p value of 0.01, <0.05).

An interviewee said "Monitoring and assessment remains significant because it delivers the one combined

foundation of evidence showcasing project development and it permits performers to learn since each other's involvements, structure on proficiency and knowledge".

Table 5: Regression Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.195	4.286		.979	.332
	Project communication	.231	.163	.327	1.414	.163
	Project planning	.051	.265	.024	.192	.849
	Stakeholders involvement	.493	.183	.533	2.702	.009
	Monitoring and evaluation	.155	.167	.091	.929	.357
a. Dependent Variable: Performance of social development projects						

Source: Field data, September 2021

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

Whereby: Y= Performance of social development projects; β_0 = Constant; $\beta_1 - \beta_4$ = Beta coefficients; X_1 = Communication; X_2 = Project Planning; X_3 = Stakeholder involvement; X_4 = Checking and assessment; ε = Error term

$$Y = 4.195 + 0.231(\text{Project communication}) + 0.051(\text{Project planning}) + 0.493(\text{Stakeholders involvement}) + 0.155(\text{Monitoring and evaluation}) + \varepsilon$$

Table 6: Performance of community expansion projects

Indicators	Below the range	Within the range	Beyond the range	Total
Budget	10	40	10	60
	16.7	66.7	16.7	100%
Time	9	41	10	60
	15.0	68.3	16.7	100%
Objectives	9	41	10	60
	15.0	68.3	16.7	100%

Source: Field data, September 2021

The table 4.29 shows the respondents' views on Presentation of social expansion projects in Justice and Peace commission in Ruhengeri Diocese. Regarding the budget 16.7% of total respondents confirmed that it remained underneath the range, 66.7% confirmed that it remained inside the range and also 16.7% confirmed that it remained outside the range. Regarding the time 15% of total respondents confirmed that it remained below the

range, mainstream of defendants 68.3% confirmed that it remained within the range and also 16.7% confirmed that it remained beyond the range. Regarding achievement of objectives 15% of total respondents confirmed that it remained under the range, 68.3% confirmed that it remained inside the range and also 16.7% confirmed that it remained outside the choice.

5. Conclusion

The general impartial of this schoolwork was to analyze the consequence of project management practices and presentation of common expansion projects.

The results designate that the variable project announcement is a strong predictor of performance of social development projects in Justice and Peace Commission in Ruhengeri Diocese. The findings indicate that the variable project planning is a strong predictor of presentation of social expansion projects in Justice and Peace Commission in Ruhengeri Diocese. The findings indicate that the variable stakeholders' involvement is a strong predictor of presentation of social expansion projects in Justice and Peace Commission in Ruhengeri Diocese. The findings designate that the variable checking and calculation is a strong predictor of presentation of social expansion projects in Impartiality and Peacetime Instruction in Ruhengeri Diocese.

6. Recommendations

Founding on the consequences of this schoolwork, the recommendations were drawn and addressed to relevant organizations:

6.1. *Recommendations to Impartiality and Peacetime Instruction*

Management should also focus anticipated risks in their task plan, as fine as possible mitigation methods, consequently that the danger contingency funds can be estimated and allocated.

Task directors must constantly modify management aspects in directive to improve the presentation of projects, certain aspects of administration, such by way of supervising through extension services to improve activities.

6.2. *Recommendations to Stakeholders*

Sponsors are advised to of employ highly qualified managers especially field officers and supervisors to help exercise their management skills while supervising and implementing projects" for better performance. The qualified human recourse should also ensure that it practices all the recommended management practices involve improving the checking and calculation skills through effective supervision, safeguarding that the good announcement with the workers within projects.

The sponsors of plans and management should also evaluate projects to help them asses the weakness and power of the performed projects. This will greatly assist in the grounding of the future projects which will remain founded on the past records.

6.3. Recommendations to NGOs

NGOs must remain to look for other donors for expanding approach to support a great quantity of in community as good strategy to help needy people consequently that they container also participate in socio-economic development of their families and their community.

NGOs should conduct the checking and calculation for the provided programmes in command to safeguard that their objectives of supporting beneficiaries to attain their socio-economic welfare are achieved.

References

- [1]. Turner, J. R. (2016). International Project Management Association global qualification, certification and accreditation. *International Journal of Project Management*, 14, 1-6
- [2]. Collyer, S., & Warren, C. M. J. (2009). Project management approaches for dynamic environments. *International Journal of Project Management*, 27(4), 355–364. doi: 10.1016/j.ijproman.2008.04.004
- [3]. Achieng, E. (2016). Factors influencing performance of NGO projects in the urban informal settlements, a case of Undugu Society of Kenya. Retrieved from <http://erepository.uonbi.ac.ke/11295/97492>
- [4]. Adeyemi, I. (2013). Effects of Project Management on the Performance of a Construction Firm in Nigeria. *American International Journal of Contemporary Research*, 3(6), 54-58.
- [5]. Ahadzie, D.K (2007). A Model for Predicting the Performance of Project Managers in Mass House Building Projects in Ghana, Phd Thesis, University of Wolverhampton, UK Ahadzie, D.K, Proverbs, D
- [6]. Arslan, G., & Kivrak, S. (2014). Critical Factors to company success in the construction industry. *International Journal of Human and Social Sciences*, 4(8), 561-564
- [7]. Bradley, K. (2012). Understanding PRINCE2. SPOCE Project Management Limited. Poole, Dorset,
- [8]. Ika, L. A., Diallo, A., Thuillier, D. (2012). Critical Success Factors: An Empirical Investigation. *International Journal of Project Management*, 30 (2012) 105-116
- [9]. Kartam, N.A; Al-Daihani, T.G; and Al-Bahar, J. F. (2000) "Professional Project Management Practices In Kuwait: Issues, Difficulties and Recommendations" *International Journal of Project Management*. (18)281.296
- [10]. Loo, R. (2002) "Working Towards Best Practices in Project Management: A Canadian Study" *International Journal of Project Management*. (18)105.109

- [11]. Maylor, H., Brady, T., Cooke-Davis, T., and Hodgson, D. (2006). "From Projectification to Programmification, International Journal of Project Management, Vol. 24 No 8., P.
- [12]. Mintzberg, H. (1994). The rise and fall of strategic planning: reconceiving roles for planning, plans, planners. Free Press.
- [13]. Gathoni, J., & Ngugi, K. (2016). Drivers of effective project performance in national government constituency development funded projects in Kiambu County, Kenya.
- [14]. Gibson, E., & Gebken, R. (2003). Design quality in pre-project planning: Applications of the project definition rating index. Building Research and Information, 31(5), 346–356.
- [15]. Goodwin, R.S.C. (1993) Skill Required For Effective Project Manager, Journal of Construction Engineering and Management, ASCE 9(3)217-275
- [16]. Gregg, A. & Ana, L. (2016). A Framework for Exploring the Relationship Between ProjectManager Leadership Style and Project Success. The international journal of management. 1(1) pp 1-19,