



PROJECT PRACTICES AND SUCCESS OF DONOR FUNDED PROJECTS AT COMPASSION INTERNATIONAL PROJECTS, KIGALI-RWANDA

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ABSTRACT: -The general objective of this research study is to investigate the influence of project practices on success of donor funded projects in Rwanda with reference of Compassion International Rwanda Projects. The specific objectives are to assess the influence of partners' involvement on success of donor funded projects in Compassion International Rwanda Projects; to determine the influence of funds control on success of donor funded projects in Compassion International Rwanda Projects and to examine the influence of executive collaboration on success of donor funded projects in Compassion International Rwanda Projects. The researcher stated the problems saying that the primary problem of project practices is to achieve all goals within the given constraints. The main constraints are scope, time, quality and prepared budget. Partners are no longer solely interested in organizational activities and outputs, but than ever interested in actual institutions results. The insufficient reliable and relevant project practices reports have caused institutions to collapse; they fall into failure because of their liabilities far outweigh their general assets they even fail to repay their partners. The researcher developed related theories as well as partners' theory and institutional Theory. The study utilized the sample size of 186 respondents from total population of 712 respondents including 672 as employees who have responsibilities and related duties in projects operations of CIR and 40 partners, and they were selected through simple random sampling technique, where research tools that were used are questionnaire; interview and documentation. Then SPSS was used during data analysis and the results findings allowed the researcher to draw the policy recommendations. The regression square (R^2) equals to 0.705 (70.5%) and this show the goodness of fit of the estimated model. Up to 70.5% of long-run appreciation in success of donor funded projects in CIR is influenced by changes in partners' involvement; funds control; executive collaboration as implemented by CIR. The research hypotheses were tested and verified and then they are confirmed referring to the statistical (regression analysis) findings and then according to the research, the correlation of 0.705 (705%) is categorized as positive and significant this leads to confirm that there is significant relationship between project

practices with its observed indicators (factors) and success of donor funded projects in CIR. Finally, the study recommended that The leaders of CIR, who have particularly, the projects activities into their attribution and responsibilities should ensure the security in project practices services as most if not all users expect it.

GENERAL INTRODUCTION

Background of the study

Engaging key partners in the creation of sustainable development projects policies is the key to several projects success. In international projects, the participatory engagement of partners occurs and the cultural context for participation best practice, such as the early involvement of partners in the decision-making process, ensuring that the partners has a very big influence on the end results. It is clear that in Northern and Southern American countries, the method of project practices influences the end result of the process and participation procedures are appropriate to integrate the top-down sustainable development indicators (Reed, 2018).

In European countries including United Kingdom, France, German, etc., the implementation of projects success is inherently complex, partly due to the need to satisfy multiple partners. In USA, the project practices in such project contribute into decision making as the democratic right (Weber, 2016). Project practices is one of the most important activities and decisions that organization faces for project managers to manage their activities and services effectively to remain competitive in the market today by improving performance at a considerable level. The Asian States like Japan, China, Indonesia and India, etc.; the

project practices aided by a range of skills, tools, and techniques used to manage time when accomplishing specific goals of projects (Pretty, 2015).

In Africa, international companies and companies from various countries including Tunisia, Kenya, Nigeria, Morocco, South Africa and Rwanda can increase the efficiency of telecommunications projects; Project training focuses on a lasting relationship and builds strength over a one-year period. It is often a relationship that lasts until a certain decision is made. As companies prepare for the annual communications program, consider all of the key stakeholders and a team of partners who the companies believe will likely remain relevant to the industry for a long time, regardless of their importance over the course of the year (Weber, 2016).

In Rwanda, the activities of the CIR include the creation of an environment in which the best performer is present; to establish priorities; prioritize activities prioritized. The CIR projects are based on a range of project activities related to a variety of subjects that project management or project activities may consider as part of the project management process as well as communicating project planning and project planning appeals. The performance of the projects to the equals is identical as the indicators of the performance

clauses in the project management and the management in terms of the management of the intellectual property, in particular to the individuals who attribute their ideas to certain activities. The CIR projects are identifiable to the planner, identifier and redundant family members (CIR, 2019).

Statement of problem

Although foreign aid continues to play an important role in developing countries, particularly in sub-Saharan Africa, it is interesting to note that half a century on, little progress has been made in transferring resources to the Third World (Alesina & Dollar, 2016).

Studies on the volume of foreign aid and its impact on economies and economic growth in developing countries provide a strong argument for increasing foreign aid, but also raise questions about the use of these funds for specific projects (White, 2012). Previously, the aid-savings debate centred on the two-gap model developed by Chenery and Strout (2016), which states that foreign aid is a driver of growth. Critics of this model argued that foreign aid crowds out domestic resources by reducing savings, lowering public tax revenues and increasing public consumption. While the debate continues, the question of whether foreign aid complements or substitutes existing domestic resources remains unanswered. In Rwanda, the answer to this question is complicated by the instability of aid flows. Given Rwanda's heavy dependence on foreign aid and periods of aid freezes, there is a need to analyze the scale and impact of aid flows.

A key challenge for countries is how to effectively provide external assistance for poverty reduction worldwide. Easterly (2003) argued that despite large amounts of foreign aid and many countries that have

been successful in the use of foreign aid, the success of foreign aid is still questioned. This suggests that aid has not led to economic growth and may even have worsened economic performance in aid recipient countries (Adedej, 2011). Therefore, this study aims to examine the relationship of management practices such as partner participation, fund control and executive collaboration and the success of donor-funded projects in Rwanda, using Compassion International Rwanda Projects as a case study.

Specific objectives of the study

Specifically, this study attempts to:

- i. To assess the relationship of partners' involvement and success of donor funded projects in Compassion International Rwanda Projects
- ii. To determine the relationship of funds control and success of donor funded projects in Compassion International Rwanda Projects.
- iii. To examine the relationship of executive collaboration and success of donor funded projects in Compassion International Rwanda Projects.

LITERATURE REVIEW

Theoretical review

This study was guided by theories including partners' theory and institutional theory

Partners' theory

One among theories related to partners participation styles is the partners' theory that is a specific type of methodology for organizational controlling, participation and evaluation that is used in the organizations in

governance of budgets to promote social change. Partners' theory defines long-term goals and then organizations' maps control backward to identify necessary preconditions. The idea of a participatory solution is a process of change in demonstrating the relationship that is translated by action, which is the solution of organizational solutions to the court, long and long term (Egan, 2015).

Partners' theory is instead a form of critical theory that ensures a transparent distribution of power dynamics. Further, the process is necessarily inclusive of many perspectives and participants in achieving solutions. A partners' theory can be developed by reading leadership documents, talking to partners, and analyzing data (Merchant, 2017).

As the origins of partners' theory lie in the field of control in organizations, developments over the years have ensured that partners' theory continues to be an invaluable method to conduct evaluations of many different types of leadership management projects and organizations. Just as development partners' theory is a participatory process, a theory of based monitoring and evaluation system can be designed in a participatory way of organizations (Egan, 2015).

Institutional Theory

According to Burkman (2015), institutional theory states that both attitudes and subjective norms are important determinants of employees' or people's intentions to adopt and use leadership management in organisations. Moreover, in this case, the intention to adopt and continue to use leadership management is influenced by the same attitude as the main factors of leadership management.

The theory states that an individual's behaviour is influenced by his or her behavioural intention, which is influenced by his or her attitude towards the subjective norm behaviour. Behavioural intention measures the relative strength of an individual's intention to perform a behaviour. Attitude is the product of perceptions of the consequences of performing the behaviour and evaluations of those consequences.

Subjective norm is seen as a combination of perceived expectations from related people or groups and intentions to fulfil these expectations. In other words, it is the manager's perception that most people who are important to him/her believe that he/she should or should not do the behaviour in question. To put the definition in simple terms, a person's voluntary behaviour is predicted by his/her attitude towards the behaviour and his/her belief about how other people will view him/her if he/she performs the behaviour. A person's attitude combines with subjective norms to form behavioural intention (Otley, 2014).

However, Fishbein (2016) argues that attitudes and norms do not carry the same weight in predicting behaviour. In fact, depending on the individual and the situation, these factors can have very different effects on behavioural intention;

therefore, a weight is attributed to each of these factors in the theory's prediction formula. For example, organisations may be a person who cares little about what others think. If this is the case, subjective norms will have little weight in predicting the behaviour of board members. Therefore, the theories developed including the theory of partners; project management theory of change and institutional theory are relevant to the research topic. They show how the theories are put into practice to make an empirical analysis and final exercise.

Empirical review

Pretty et al. (2015) assessed the control of funds and the success of donor-funded projects as progressing in a sustainable way; local councils, public sector organisations, private organisations and local community groups are increasingly incorporating sustainable development into their strategic plans. However, sustainable development is an overused term and is in danger of losing its meaning. It is often viewed with scepticism when expressed as a future development goal.

Due to the large number of sustainable development projects at all scales, from international to local, individuals and organisations can feel overwhelmed and lacking real direction when trying to address this important challenge. To ensure that efforts towards sustainable development are effective, it is necessary to frame the bottom-up efforts of individual organisations within the context of the top-down approaches developed at national and international scales.

The involvement of key partners in sustainable development policy formulation is key to success. A participatory approach allows partners to inform the policy

developed with the real challenges they face during their work (Burby, 2013). It also allows individual organisations to understand how their work fits into the overall policy and how well-rooted actions can feed into sustainable development at a regional scale. This practical project approach to sustainable development policy and indicator selection has been undertaken by many researchers, such as Fraser et al. (2016), who examine how to integrate both top-down and bottom-up approaches to indicator selection in three different case study settings in Canada, Botswana and the UK. They also identified the need to develop a process that allows experts and those with local knowledge to come together when identifying sustainable development indicator teams.

Reed (2018) provides a comprehensive review of project implementation methods and concludes that the focus should be on the project implementation process rather than the engagement tools used, such as interviews or focus groups. The link between managers' cooperation and the success of donor-funded projects suggests that the project implementation method influences the final outcome of the process, so this current study sets out to examine an engagement process suitable for integrating top-down sustainable development indicators used at the European scale with relevant bottom-up indicators at the regional and urban scale. Arnstein (2019) developed an engagement ladder, which is a hierarchy of different stakeholder engagement methods ranked from non-participatory to stakeholder-oriented methods.

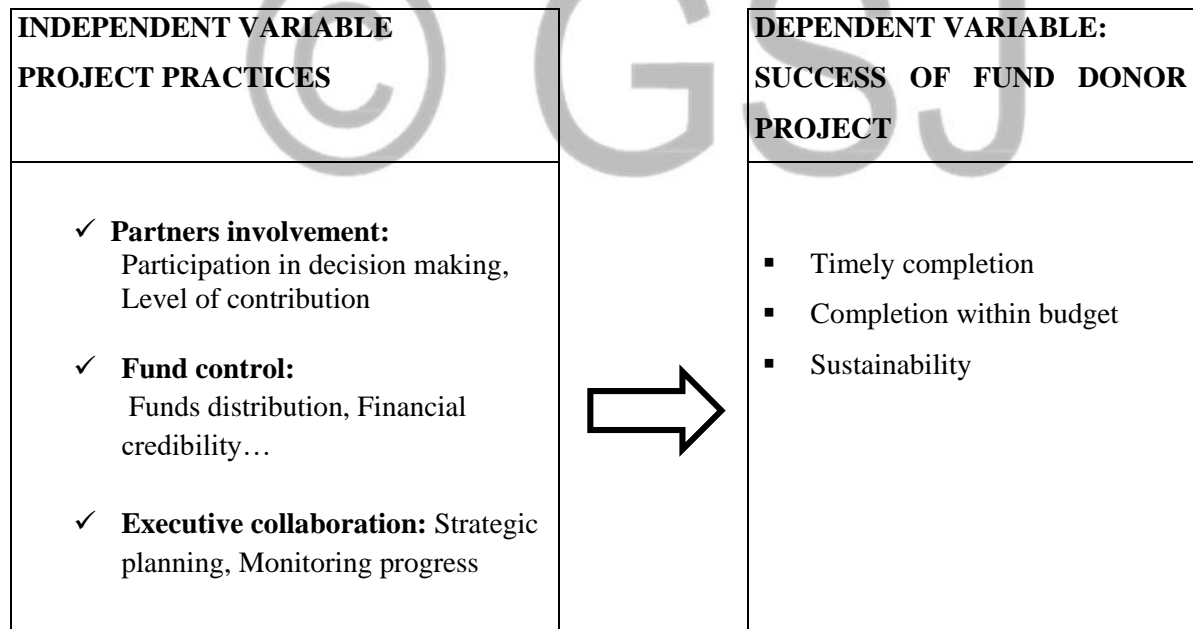
This ladder was later adapted by Pretty (2015); these authors agree that implementing higher levels of project practices on the ladder leads to greater cooperation and a coherent outcome over

which partners generally feel co-ownership. The partners held meetings with representatives of all the other partners to find out about their involvement in the project. This is followed by a categorization of partners into primary and secondary partners and an emphasis on ongoing information links between primary and secondary partners to address possible disruptions in the timely transfer of information. Partners are also referred to as institutional administrative partners as they are located in the same institutions as the primary partners. In fact, partners at this level are considered to operate from a management perspective.

by Logical Framework Approaches (LFA) including activities inputs, process, outputs, outcomes and impacts that the projects should be involved as much as possible into planning, interactions and contextual factors. Furthermore, the projects should address problems faced by beneficiaries and meet their needs and interests. It is important to identify any stakeholder, who may have a relation to the projects; that is individuals, groups of people, institutions or projects. The financing plan should be done very early in the identification and appraisal phase of the success of agricultural development projects (Anderson, 2015).

The financing plan and success of agricultural development projects are linked

Figure 1: Conceptual framework



Source: Researcher, 2021

Research gap

According to the different CIR’s reports and other books (papers & journals) written by other scholars, read by the researcher; it was

established that there are only few studies done on project practices and its components, and they present mixed results. Research findings show that the project practices content towards the success of donor funded projects are often described in too many details; the achievement of goals for project practices development are including advancements in projects success. And there are limited studies those their authors did researches on project practices and success of donor funded projects on the side of Rwanda, especially for the case of NGOs working in Rwandan as well as Compassion International Rwanda; therefore, it is from that biased gap where current researcher was motivated to do research on: “The effect of project practices on success of donor funded projects in Rwanda with reference of Compassion International Rwanda Projects”. Then researcher wants to fulfill that gap and provide academic contribution by showing how partners’ involvement; funds control and executive collaboration affect success of donor funded projects in Compassion International Rwanda.

RESEARCH METHODOLOGY

Research Design

The study employed a descriptive research design through statistical analysis while presenting the results from the field. Therefore, this research design enabled the researcher to gather data from a wide range of respondents on the effect of project practices on success of donor funded projects in Compassion International Rwanda Projects.

Population of the study

A sample is defined as a subset of the population. It comprises some members selected from the population (Teddlie and Tashakkori, 2016). The entire population is

712 respondents including 672 as employees who have responsibilities and related duties in projects operations of Compassion International Rwanda and 40 partners.

Sample size

Before identifying the respondents to this research, it is necessary to indicate how the sample size is determined. The sample size of the study is calculated by using the formula invented by Taro Yamen formula (1967); the used formula to calculate the sample size, is:

$$n = \frac{N}{1 + N(e)^2}; \text{ where } n \text{ is the sample size, } N$$

is the population size, and e is the marginal error of 5% through level of confidence of 95%. Thus, this formula is applied to get sample size.

Therefore, for the case of this study, the sample size is 256 respondents including employees and partners of CIR, then, current researcher chose the sample size of population to be questioned through simple random sampling technique.

GENERAL CONCLUSION AND RECOMMENDATION

Summary of major findings

Regarding partners’ involvement on success of donor funded projects, findings showed an overall strong mean of 4.286 meaning that partners’ involvement provided by CIR, is strong. The first item showed that the delegation of authority influences success of donor funded projects in CIR, and it proves that respondents are strongly agreed with mean of 4.6828 and positive and very high correlation standard deviation of .46664; the second item showed that the operating styles and organizational structure influence success of donor funded projects in CIR, and it proves that respondents are strongly agreed

with mean of 4.1129 and positive and very low correlation standard deviation of .31733; the third item showed that the internal and external relations influence success of donor funded projects in CIR, and it proves that respondents are only agreed with mean of 4.0806 and positive and very correlation standard deviation of .74902.

Concerning, funds control on success of donor funded projects, findings revealed that the majority of employees confirmed as it was approved by an overall tend to strong with mean of 4.175. Therefore, the first item as the grants control influences success of donor funded projects in CIR presented with a mean of 3.9516 (strongly agreed of respondents) and standard deviation of .50170 recognized as positive and correlation. The second item as the funds distribution influences success of donor funded projects in CIR presented with a mean of 4.3978 (strongly agreed of respondents) and standard deviation of .98244 recognized as positive and very high correlation. The third item as the financial credibility influences Success of donor funded projects in CIR presented with a mean of 3.9032 (strongly agreed of respondents) and standard deviation of .95368 recognized as positive and very high correlation. The fourth items as the financial mobilization influences Success of donor funded projects in CIR with a mean of 3.7957 and standard deviation of .98155 recognized as positive and very high correlation5.2.3. Executive collaboration on success of donor funded projects.

With respect to executive Collaboration on success of donor funded projects, the study revealed that the majority of employees confirmed as it was approved by an overall tend to strong with mean of 4.175. Therefore, the first item as the grants control influences success of donor funded projects in CIR presented with a mean of 3.9516 (strongly agreed of respondents) and standard deviation of .50170 recognized as

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Conclusion

The regression square (R^2) equals to 0.705 (96%) and Adjusted R^2 equals to 0.952 (95.2%), show the goodness of fit of the estimated model. Up to 96.9% of long-run appreciation in success of donor funded projects in CIR is influenced by changes in partners' involvement; funds control; executive collaboration as implemented by CIR. The variation of Spearman Coefficient correlation is between -1 and 1. Spearman Coefficient correlation is significance when it is equal or greater than 0.01 level. According to the research, the correlation of 0.705 (70.5%) which is positive and very high correlation. As the significant level is at 0.01 (1%), the p-value of 0.000 (i.e. 0.0%) is less than 1%. This leads to confirm that there is significant relationship between project practices with its observed indicators (factors) and success of donor funded projects in CIR

Therefore, the researcher can conclude by saying that the research hypotheses including: " H_1 : partners' involvement has statistical effects towards success of donor funded projects in CIR; H_2 : funds control has statistical effects

towards success of donor funded projects in CIR and H_3 : executive collaboration has statistical effects towards success of donor funded projects in CIR”; all were tested; verified and then they are confirmed referring to the statistical (regression analysis) findings and then according to the research, the correlation of 0.705 (70.5%) categorized as positive and very high correlation; this leads to confirm that there is significant relationship between project practices with its observed indicators (factors) and success of donor funded projects in CIR.

In order to make project practices, the researcher suggests to CIR to work with the service providers constantly to improve their smart application services and to provide the outputs that wanted on time so that they are always more performance by basing on the findings obtained on the field. The leaders of CIR, who have particularly, the projects activities into their attribution and responsibilities, are suggested:

- i. To allow projects actors learn from each other’s experiences, building on expertise and knowledge;
- ii. To ensure the security in project practices services as most if not all users expect it;
- iii. To reveal professional mistakes and offers paths for learning and improvements;
- iv. To provides a way to assess the financial crucial link between implementers and beneficiaries on the ground and decision-makers;
- v. To sensitize customers on usage of project practices services by conducting public awareness programs to improve their knowledge.

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