









Not many studies have explained the differences in performance of Pharma MNC's expansion projects. Especially in RWANDA, we have not found any literature treating the subject, and analyzing the performance of Pharma MNCs in RWANDA in general.

Hence, this study attempted to assess the effect of Project Management Practices on performance of pharmaceutical MNCs in Rwanda, in the perspective of the perception of their local stakeholders AIGPHAR and RMRO members.

### **1.1 Study objectives**

The study general objective is to assess the effect of Project Management Practices on performance of pharmaceutical multinational corporations' projects in Rwanda, in perspective of perception of stakeholders. And specifically, the study had the following objectives

- 1) To determine the effect of Project Planning practices on performance of Pharmaceutical Multinational corporations in RWANDA
- 2) To examine the effect of Project communication practices on performance of Pharmaceutical Multinational Corporations in RWANDA
- 3) To identify the effect of Project Risk Management practices on performance of Pharmaceutical Multinational Corporations RWANDA
- 4) To assess the effect of Monitoring and Evaluation practices on performance of Pharmaceutical Multinational Corporations in RWANDA

### **1.2 Significance of the Study**

The study delivers high opportunity to the current and potential investors in the pharmaceutical industry in Rwanda to understand better the need for project management practices in their expansion decision making.

As well, it shall serve as a reference to local pharma establishments in Rwanda, and already existing Multinational pharmaceutical Corporations for the new opportunities capture, and practices alignment.

To the Society, regulatory board, the study provides insightful information to Rwanda Pharma industry, and improvement windows in the project management perspective.

In academic, the study helped the researcher to enrich the theoretical knowledge acquired thereby gaining practical experience from the field. Also, the study provides opportunity for further research exploration within project management strategy and practices subject as the

research was successfully conducted, and that one copy of the study shall be deposited in UoK library.

## **2. LITERATURE REVIEW**

### **2.1. Theoretical framework**

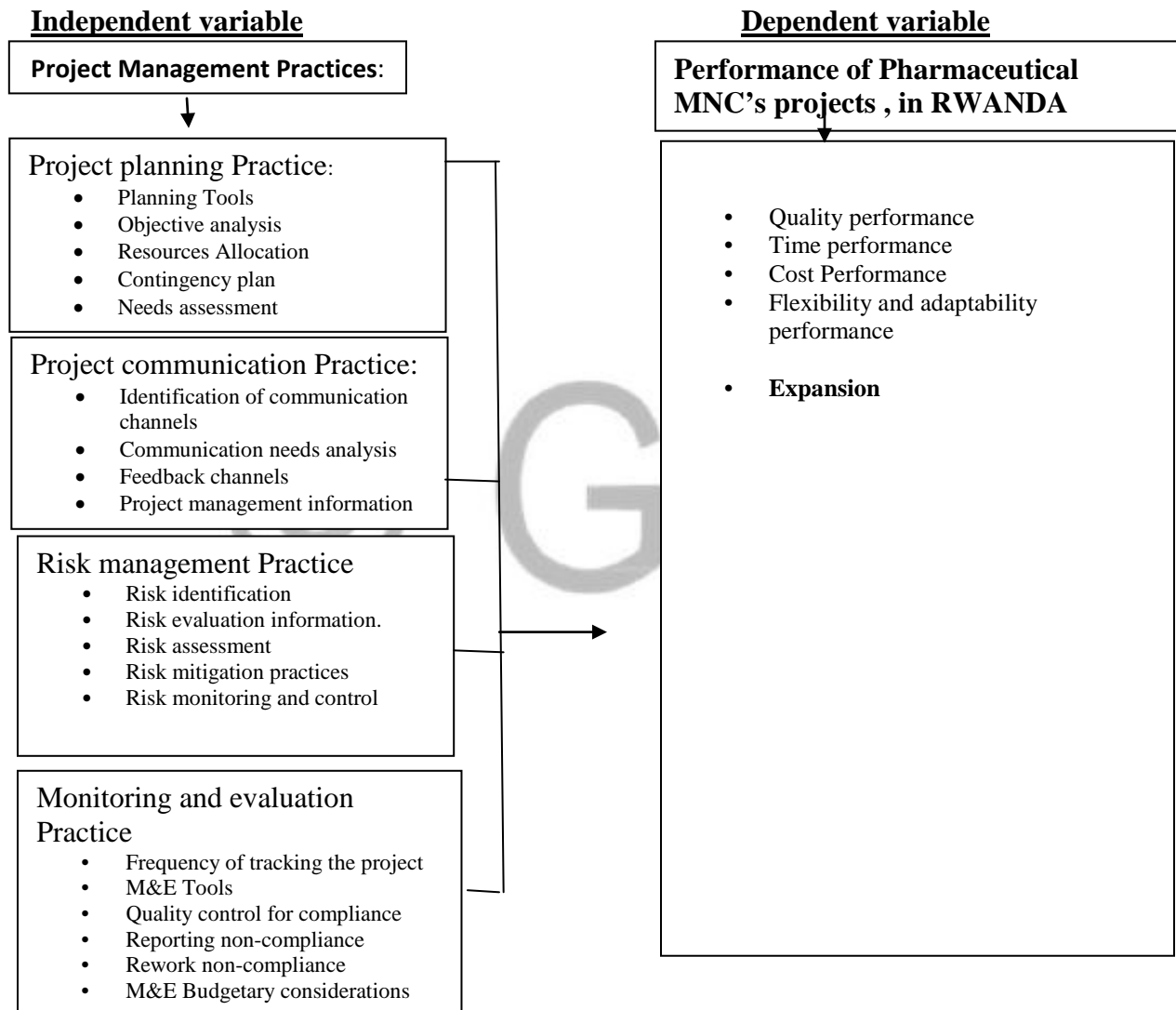
This study adopted three theoretical frameworks to explain the effect of project management practice and performance of Pharmaceutical Multinational Corporations in Rwanda; resource-based theory was adopted as the theory contends that the possession of strategic resources, as Project Management practices, provide an organization with a golden opportunity to develop competitive advantages over its rivals. Hence, the theory was adopted to bring clear context on general objective of the study, to examine the project management practice effect as a resource on performance of pharma MNC's projects. Contingency theory was adopted in the study to bring out a clearer context on the fourth specific objectives of the study which was examination of the impact of Monitoring and evaluation practices on performance of multinational pharmaceutical expansion projects in Rwanda. System theory adopted because it brings out a clear explanation context about the general objective of overall performance of multinational pharmaceuticals in Rwanda, that is contributed with various performance on other organizational subsystems such as organizational planning, communication, control and evaluation and risk control and mitigation systems.

### **2.2. Empirical review**

Empirical review part, demonstrated evidences of a causal effect of, in general, strategic management and/or project management practices, and in specific, project planning practices, project communication management practices, project risk management and Monitoring & evaluation practices, on the project's performance. The empirical review provided evidences that there is a relationship between study dependent variable, performance of Pharma MNCs in Rwanda, and independent variable that is project management practice; project planning, communication management, risk management and monitoring& evaluation practices. And, this relationship can be measured in dynamic context research, what is the objective of this research.

### 2.3. Conceptual framework

The study conceptual framework showed the relationship between variables; independent and dependent. The independent variables include project management practices such as project planning; project communication practices; risk management practices and M&E practices as independent variables while dependent variable is the Performance of Pharma MNC Corporations in RWANDA



Source: Researchers' Compilation (2022)

Figure 2.1: Conceptual framework

### 3. METHODOLOGY

#### 3.1 Research Design, study population and target population

A descriptive survey design was used to carry out this study. The study also used an explanatory research design to gather and provide answers regarding the effect of project management practices on the success of Pharma MN Corporations projects in Rwanda, through correlation and regression analysis.

104 Pharma MN Corporation's stakeholders in Rwanda, were the study's target population. They are composed by 57 RMRO members, 47 AIGPHAR members, stakeholders of Pharma MN Corporations formally operating in RWANDA. Table below summarizes the population characteristic.

**Table 3.1: Target Population**

Categories	Population size
RMRO Members	57
AIGPHAR Members	47
<b>Total</b>	<b>104</b>

Source: RMRO, 2022

#### 3.4. Data collection, instruments.

The researcher combined the use of questionnaire and interview guide during collecting primary data, and documentary review was used in collecting secondary data.

#### 3.5. Validity and Reliability of research instruments

The further questionnaire was pretested to detect weakness in the instrumentation as well as design and improve the questionnaire, validity and reliability were evaluated and validated.

#### 3.6. Data processing and analyzing

The data was being entered, edited, coded and analyzed, tabulated using SPSS Prior to processing. Descriptive statistics was used to describe the basic features of the data in the study in the tendencies and then replicated in tabular manner. It involves use of percentages, frequencies, mean and standard



deviation. Correlation analysis was developed to measure the strength and closeness each independent variable to dependent variable, thus the closeness between project Management practices and performance of Pharma MNCs expansion projects in RWANDA. And Regression analysis was used to determine the relevance of the effect of the independent variables on the dependent variable by using a multiple regression model.

Based on that, the researcher tested the effect of project management practices such as project planning; project communication practices; risk management practices and M&E on Performance of Pharma MNCs in RWANDA, as the following model:

$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e$ . Where: Y = Performance of Pharma MNCs expansion projects in RWANDA.  $\{\beta_i; i=1, 2, 3 \text{ and } 4\}$  = The coefficients representing the various independent variables.  $B_0$  = the Y intercept.  $\{X_i; i=1, 2, 3 \text{ and } 4\}$  = Values of the various independent (covariates) variables. And  $e$  = the error term which is assumed to be normally distributed with mean zero and constant variance,

At 5% significance level, the statistically significant relationship was verified and found between the dependent variable which are Performance of Pharma MNCs in RWANDA and independent variable which are project planning practices; project communication practices; risk management practices and M&E practices from the model was accepted.

#### 4. RESULTS AND DISCUSSION

**Table 4.1: Correlations analysis**

		X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	Y
X1= Project planning	Pearson Correlation	1				
X2 = Project communication management practices	Pearson Correlation	.615**	1			
X3= Risk management Practices	Pearson Correlation	.438**	.277**	1		
X4 = Monitoring and evaluation Practices	Pearson Correlation	.174	.321**	.121	1	
Performance of Pharmaceutical Multinational Corporations	Pearson Correlation	.561**	.443**	.449**	.565**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results from the table 4.10, indicated that there is significant moderate positive relationship between project planning and performance of Pharma MNCs as demonstrated by correlation ( $r=0.561^{**}$ ;  $p\text{-value}=0.000<0.05$ ), insignificant and weak positive relationship between project communication practices and performance of Pharma MNCs as shown by correlation ( $r=0.443^{**}$ ;  $p\text{-value}=0.000<0.05$ ) , a significant weak positive relationship between risk management practices and performance of MN Pharma Corporations in Rwanda as shown by correlation ( $r=0.449^{**}$ ;  $p\text{-value}=0.000<0.05$ ), lastly correlation analysis indicated that there is a significant moderate positive relationship between M&E and performance of pharmaceutical multinational corporations as demonstrated by correlation ( $r=0.565^{**}$ ;  $p\text{-value}=0.000<0.05$ ) .

#### 4.2. Multiple linear regression analysis

The purpose of the regression analysis was used to determine the statistical significance of the attempted prediction and determine the strength of association between Pharma MNCs project performance and the multiple independent variables. In this section the coefficient of determination (R square) was used as a measure of the explanatory power, to show how the independent variables explain the dependent variable.

**Table 4.2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 <sup>a</sup>	.582	.565	.22924

a. Predictors: (Constant), X4 = Monitoring and evaluation Practices, X3= Risk management Practices, X2 = Project communication practices, X1= Project planning practices

The findings in Table 4.11, indicate that the model summary shows that adjusted  $R^2$  (coefficient of determination) of 0.565 implies that 56.5% of the performance in pharmaceutical multinational corporations in Rwanda is explained by Monitoring and Evaluation practices, Risk Management Practices, Project communication Practices and Project Planning practices at 95% of confidence interval.

**Table 4.3: ANOVA ANALYSIS**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.229	4	1.807	34.390	.000 <sup>b</sup>
	Residual	5.203	99	.053		
	Total	12.432	103			

a. Dependent Variable: Performance of Pharma MN Corporations

b. Predictors: (Constant), X4 = Monitoring and evaluation Practices, X3= Risk management Practices, X2 = Project Communication Practices, X1= Project Planning Practices

The ANOVA table shows that F-calculated was greater than the F-critical and hence confirming linear relationship between the Project Management practices and performance of pharma multinational Corporations IN Rwanda, in the perspective of Stakeholders AIGPHAR and RMRO. In addition, because p-value=0.00 is less than 0.05 it depicts that there is a significant relationship between Project Management Practices such as Project planning, monitoring and evaluation, risk management practices, project communication practices as independent variable and performance of pharmaceutical Corporations in Rwanda. The overall regression model is significant indicating that project management significantly predict performance of pharma MN Corporations in Rwanda.

**Table 4.4:Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.890	.308		2.889	.005
X1= Project planning	.302	.069	.386	4.373	.000
X2 = Project communication management practices	.007	.067	.008	.097	.923
X3= Risk management practices	.156	.050	.225	3.101	.003
X4 = Monitoring and evaluation	.340	.049	.474	6.887	.000

a. Dependent Variable: Performance of Pharma MN Corporations in Rwanda.

The regression results from the table 4.13, revealed that project planning have significant positive effect on performance of Pharma MNCs in Rwanda as indicated by  $\beta_1= 0.302$ , p-value=0.000<0.05, t= 4.373. The regression analysis revealed also that project communication management practices have insignificant positive effect on performance of Pharma MN Corporations in Rwanda as indicated by  $\beta_2= 0.007$ , p-value=0.923>0.05, t= 0.097. Moreover, the regression results from the table 4.13, revealed that risk management practices have significant positive effect on performance of Pharma MN Corporations in Rwanda as indicated by  $\beta_3=$

0.156,  $p\text{-value}=0.003<0.05$ ,  $t= 3.101$ . Furthermore, the regression analysis revealed that monitoring and evaluation have significant positive effect on performance of Pharma MN Corporations in Rwanda as indicated by  $\beta_4= 0.340$ ,  $p\text{-value}=0.000<0.05$ ,  $t= 6.887$ .

## **5. CONCLUSION**

The study revealed that in the perspective of local stakeholders AIGPHAR and RMRO, the most significant Project Management Practices affecting positively and significantly the performance of pharma Multinational Corporations in Rwanda were, decreasingly, Monitoring and Evaluation Practices, Project Planning Practices and project Risk Management Practices, while Project Communication Management Practices even if they were identified to have positive effect, but on the other hand their effect was found to be insignificant to the performance of Pharma Multinational Corporations in Rwanda.

Finally, the study concludes that that Project Management practices affect positively and significantly the performance of Pharma Multinational Corporations in Rwanda. The study revealed that, at 95% of confidence interval, Project Management Practice provide 56,5% of the performance of Pharma MNCs projects in Rwanda.

## **6. RECOMMENDATIONS**

The study recommends to Pharma MNCs to enhance stakeholder's effective participation to ensure stakeholders projects ownership and customer satisfaction.

The study recommends to Pharma MN Corporations in Rwanda, to improve communication channels with stakeholders, for message delivery and feedback, in both top-down and bottom-up communication. The study recommends also to Pharma MN Corporations in Rwanda to improve their integrated communications plan to improve project execution.

The study recommends to Pharma MNCs to develop more extensive use of risk analysis tools. Also, the study recommended more involvement and engagement of local stakeholders, AIGPHAR and RMRO, in project risk management practices.

Furthermore, the study further research on longitudinal study to eventually define the timelines at which the change in the predictor variable can lead to a change in the organization performance.

Finally, the study recommends a further research on assessment of other factors that may affect the performance of pharma MNCs in Rwanda, as well as the interaction between these factors.

Pharma MNCs or other researchers should also evaluate projects on other perspective to help them assess the weakness and strength of the performed projects. This will greatly assist in the planning of the future similar projects.

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