EFFECT OF FUNDS MANAGEMENT ON PROJECT PERFORMANCE IN RWANDA

CASE STUDY OF DAIRY COMMUNITY PROCESSING CENTER PROJECT BURERA DISTRICT

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Abstract: This study entitled the effect of funds management on project performance in Rwanda. The general objective of this research is to assess the effect of funds management on project performance in Rwanda. Specific objectives were to analyse relationship between budgeting and project performance in Rwanda; to determine the influence of fundraising on project performance in Rwanda; to determine the effect of funds allocation on project performance in Rwanda; and to analyse the effect of funds control on project Performance in Rwanda. This research was a descriptive-correlational design and used both qualitative and quantitative research approaches. The population of this study was 91 employees. Questionnaires were used in this study as data collection instruments. Descriptive statistics were used to determine frequencies and percentages of respondents, while regression analysis and Pearson correlation coefficient were used to establish relationship between variables under study. The Statistical Packaging for Social Sciences version 16was used in this study. The researcher found that there is a positive relationship between funds allocation and project performance in Rwanda, there is a positive relationship between funds control and project performance in Rwanda, there is a positive relationship between budgeting and project performance in Rwanda, there is a positive relationship between fundraising and project performance in Rwanda. The study also found that the regression analysis equation is projects performance (Y) = -0.274 + 0.178* budgeting + 0.635* fundraising + 0.136* funds allocation + 0.583* funds control. This implies that the transition from managing projects requires more focus on budgeting, fund raising, funds allocation and funds control. Based from the discussion, it is concluded that, budgeting, fundraising, funds control and funds allocation plays a big role towards performance of the project. The techniques used during this process of budgeting are supposed to make sure that effective management of funds is done. The management of the project should always make sure that, budgets systems, funds control, funds allocation and fundraising are clear and following the principles of project management to avoid audit queries all the time which may affect the implementation of the project activities.

KEY WORDS: Fund allocation, Fund control, Fundraising, Fund management, Project, Project performance

I. INTRODUCTION

All-over the world, fundraising refers to the tactics used by charities to generate current or future monies and gifts in kind to provide services to clients, fund research, and cover administrative costs. Under conditions of reduced financial support from government, fundraising is an important, even critical, source of revenue for charities (Amalraj, 2007). Project funds management refers to the management of the cash low of the project. Funds management involves estimating resources requirements and meeting those needs in a cost-effective way (Amalraj, 2007). Effective funds management requires project manager to estimate and plan for liquidity demands over various periods and to consider how funding requirements may evolve under various scenarios, including adverse conditions (Ofori, 2013). According to Albert, David and Ada (2004)a project is a performance if it delivers what it said it would, on schedule and within the agreed budget. Community Processing Center (CPC) are projects set up by ministry of trade and industry (MINICOM), Business Development Fund (BDF) and the local nationals in the CPC location, encouraging sector operators to use modern technology in order to compete globally, developing and processing capacity, adding values to local produce, targeting the Rwandan market and export. One of the Ministry of trade and industry missions is to facilitate Rwanda's economic transformation by developing processing capacity which is crucial in expanding Rwanda's export base and promoting value addition in Rwanda (BDF, 2015).

II. STATEMENT OF THE PROBLEM

The study of Freidi (2014) suggested that policy, project planning, monitoring, and communications, solution sustainability, and education agency acceptance were among the highly rated determinants that determine the performance of projects. Study of Roque, Marly and Carvalho (2013) demonstrated that adopting fund management practices has a significant positive impact on project performance. The study of The study of Ofori (2013)contradict that the performance of the project depends on funds management, the results from his study indicated that the critical factors that contribute to the performance of a project included top management support, effective communication, clarity of project purpose and goals, and project stakeholder involvement.
Even though, Prabhakar (2008) indicated that most of the projects are either over budgeted, late or are simply not good enough, still different managers claimed that those projects have performed well. Different studies suggested different reasons that should cause the performance of the projects, but some projects are still failing, where projects failure rate at the World Bank was over 50% in Sub-Saharan Africa (Lavagnon, Amadou & Denis, 2012). Therefore, the above findings from different studies allow the researcher to say that neither the practitioners nor the academicians seem to agree on what constitutes funds management and project performance. It seems to be a rather indescribable concept. However, from the empirical literature and critical review, the researcher recognized that different researchers from different countries did not have same understanding on the contribution of funds management on performance of the project in therir case studies. This means that there is lack of academic knowledge on the subject of funds management and performance of the project context which the current study seeks to bridge by availing data on the same subject using dairy community processing center project as a case study, because MINICOM indicated that it is not clear why some of the projects fail to achieve the intended objectives in various areas of the country. Although dairy community processing center project Burera District was initiated. The document is based on in-depth participatory assessments and development dairy partners, but they did not indicate how the project would perform. It was therefore within this background that this study attempted to investigate the project planning and success of agriculture projects.

III. RESEARCH OBJECTIVE

This subsection focuses on the research objectives, that is general objective and specific objectives.

3.1 General objectives

The general objective of this research was to assess the effect of funds management on project performance in Rwanda.

3.2 Specific objectives

1. To analyze the relationship between budgeting and project performance in Rwanda;
2. To determine the influence of fundraising on project performance in Rwanda.
3. To determine the effect of funds allocation on project performance in Rwanda;
4. To analyze the effect of funds control on project Performance in Rwanda

IV. RESEARCH QUESTIONS

1. Is there any relationship between budgeting and project performance in Rwanda?
2. What is the influence of fundraising on project performance in Rwanda?
3. What is the effect of funds allocation on project performance in Rwanda?
4. Is there any effect of funds control on project Performance in Rwanda?

V. RESEARCH DESIGN

This research adopted a descriptive and correlational designs. It used both qualitative and quantitative research approaches. This research used both qualitative and quantitative research approaches, because descriptive research is a study designed to illustrate the participants in an accurate way. This study chose correlational study, because correlational design is a quantitative method of research in which the researcher have quantitative variables from the same group of subjects, and determined the relationship between the variables.

VI. TARGET POPULATION

The population of this study was 91 employees involved in funds management, including two employees from Ministry of trade and Commerce (MINICOM), 67 BDF employees, 4 NIRDA (National Industrial Research and Development) employees and 18 employees of Community Processing Centre (CPC) in Burera District including one managing director, four finance officers, 10 investment committee and three production staff (community processing Centre, 2016).

VII. SAMPLE DESIGN

This subsection indicated a list of elements from which the sample is actually drawn. Ideally, it indicated a complete and correct list of population members only sample frame was a set of information to be used to identify a sample population for statistical treatment.

Table 3.1: Sample frame for the selected groups

Employees from Selected institutions	Target Population
MINICOM	2
BDF	67
NIRDA	4
CPC	18
Total Employees	91

Source: (community processing Centre, 2016).

A sampling frame included a numerical identifier for each individual from 91 employees including two employees from Ministry of trade and Commerce (MINICOM), 67 BDF employees, four NIRDA (National Industrial Research and Development) employees and 18 employees of community processing Centre (CPC) in Burera District as indicated into Table 3.1.

A sample of this study was a smaller group obtained from population. This group was carefully selected so as to be representative of the whole population with relevant characteristics. The study considered a sample size that is within the cost constraint but should provide the ability to detect an independent variable effect. The level of precision or sampling error was 5% and 95% confidence level, total population was91 employees including two employees from MINICOM, 67 BDF employees, four NIRDA employees and 18 employees from CPCin Burera District, the sample size was determined using the Yamane formula $= \frac{N}{1+N(e)2}$, and then, n= 75.

$$\frac{N}{1+Ne^2} = \frac{91}{1+91*0.05^2} = 75 \text{ Employees}$$

This study used simple random sampling and stratified sampling method to choose 75 employees from 91.

VIII. DATA COLLECTION

8.1 Data collection Instruments

In this study self-administered questionnaires were distributed to the employees in order to permit free and fair responses related to the research questions from the respondents by taking into considerations their positions, knowledge and working position.

Primary data were considered to be the first hand data the researcher gathered herself as result of the study. The action of collecting copies of completed questionnaires copies from the respondents was done by the researcher. The researcher ensured that questionnaires are designed in a systematic way that can enable collection of sufficient data.

The researcher administered the instruments through face to face conduct with respondents who were informed the purpose of the study and were requested to express their views on the study topic. Appointments were made with active respondents on when best to have questionnaires filled and picked after.

For the reliability and the validity of this work, the researcher structured the questions to suit the subject matter. Again questions were designed using simple English language ranging from close to open-ended ones. However the close-ended questions dominated to avoid the tendency of over burdening the respondents and also not to bore them. This however helped to ensure the validity and the reliability of the responses and also enhance the efficiency of the data collection instruments that were used. In dealing with reliability, the researcher ensured the degree of consistency and stability of the instrument; hence the research examined several times by checking for reliability in relevance, clarity and ambiguity of items in the instrument. For achieving this, a pre-test was carried out, a total number of 20 respondents were used for the pretesting. The research instruments were reliable where a Cronbach coefficient was above 70%. The validity of research instruments was tested through Spearman–Brown prediction formula, where Predicted validity, $\rho^*_{xx'}$, is estimated as:

$$\rho^*_{xx'} = \frac{N\rho_{xx'}}{1 + (N-1)\rho_{xx'}}$$

Where *N* is the number of tests combined and $\rho_{xx'}$ is the validity of the current "test". The formula predicts the validity of a new test composed by replicating the current test *N* times. The reliability was ensured by testing the instruments for the reliability of values (Alpha values) as recommended by Cronbach coefficient. Cronbach recommends analysis for Alpha values for each variable under study. Alpha values for each variable under study should not be less than 0.7 for the statements in the instruments to be deemed reliable. Pilot study was done in order to test reliability, where alpha value for variables under study was 94.8%.

8.2 Data analysis

Descriptive statistics were based on brief descriptive coefficients that summarized given data set, which can be either a representation of the entire population or a sample of it. This research used descriptive statistics to determine frequencies and percentages, while inferential statistics made inferences about populations using data drawn from the population. Inferential statistics such as regression analysis and Pearson correlation coefficient were used to establish relationship between variables under study. The multiple regression model used is $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$, where Y: Project performance, X_1 = funds allocation , X_2 = fund control , X_3 = budgeting ., X_4 = fundraising, β_i are coefficients and e is error.

The Statistical Packaging for Social Sciences (SPSS) software was used in this study. Actual statistical tasks were taken and frequency distribution of each major variable were done. For this study, both qualitative and quantitative data analysis techniques were applied.

IX. RESEARCH AND DISCUSSION

This parts focuses on the analysis of research objectives, such as determination of the effect of funds allocation on project performance in Rwanda; the analysis of the effect of funds control on project Performance in Rwanda; relationship between budgeting and project performance in Rwanda; and the influence of fundraising on project performance in Rwanda.

Table 2: Respondents Rates

Questionnaires	Number	Rate (%)
Distributed Questionnaires	75	100
Returned Questionnaires	71	94.67
Non-returned Questionnaires	4	5.33

Source: Data field

Table 2 indicated that the researcher distributed 75 questionnaires, four questionnaires were not returned, and the returned questionnaires were 71. This implies that the respondents' rate was 94.67%.

Table 3: Views of Respondents on budgeting as a DCPC performance tool

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	70.4	70.4	70.4

No, there are other tools	21	29.6	29.6	100.0
Total	71	100.0	100.0	

Source: Data field

Table 3 indicates that budgeting is a tool of dairy community processing center project performance in Burera District. Out of 71 respondents, 70.4% said yes, while 29.6%. This implies that budgeting is a critically important part of the business planning process. Managers need to be able to predict whether a project can perform well or not. Therefore, purpose of budgeting is basically to provide a model of how the business might perform. Hence, the purpose of budgeting is to provide a financial framework for the decision making process.

Table 4: Respondents views on the benefits of budgeting in DCPC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Control over money	19	26.8	26.8	26.8
	Avoid spending unnecessarily	24	33.8	33.8	60.6
	Organize spending and savings	28	39.4	39.4	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 4 presents views of respondents on benefits of budgeting in project management. Out of 71 respondents, 26.8% chose control over money, 33.8% chose avoid spending unnecessarily, 39.4% chose organize spending and savings. A budget estimate the financial performance of a project. Managers can create budgets to plan and manage the financial performance of projects throughout the project life cycle. They can create multiple budgets and forecasts for a project to model the financial impact of different planning alternatives.

Table 5: Budgeting helps better investment decisions on future phases

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	26.8	26.8	26.8
	Disagree	8	11.3	11.3	38.0
	Not sure	3	4.2	4.2	42.3
	Agree	23	32.4	32.4	74.6
	Strongly agree	18	25.4	25.4	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 5 present that budgeting helps better investment decisions on future phases Out of 71 respondents, 26.8% chose strongly disagree, 11.3% chose disagree, 4.2% chose not sure, 32.4% chose agree, 25.4% chose strongly agree. Project managers can also utilize budgets to track ongoing project performance and project status by comparing budget and forecast amounts to actual amounts using reporting tools such as project performance reporting and project status inquiry. After creating a project, they can create and update a work plan and a staffing plan before they create the initial budget.

Table 6: Respondents' Views on Budgeting and ability to provide project funding with evidence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	8.5	8.5	8.5
	Disagree	11	15.5	15.5	23.9
	not sure	4	5.6	5.6	29.6
	Agree	19	26.8	26.8	56.3
	strongly agree	31	43.7	43.7	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 6 shows that budgeting indicates ability to provide project funding with evidence of costs and benefits. Out of 71 respondents, 8.5% chose strongly disagree, 15.5% chose disagree, 5.6% chose not sure, 26.8% chose agree, 43.7% chose strongly agree. This implies that project managers have several options for updating a budget version. They can choose an adjustment option to apply a percentage for increasing or decreasing the quantity, raw cost rate, burden cost rate, bill rate, raw cost, burdened cost, and revenue.

Table 7: Views of Respondents on Budgeting and stakeholders measures of success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	9.9	9.9	9.9
	Disagree	10	14.1	14.1	23.9
	Not sure	8	11.3	11.3	35.2
	Agree	24	33.8	33.8	69.0
	Strongly agree	22	31.0	31.0	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 7 presents that budgeting provides stakeholders with measures of success. Out of 71 respondents, 9.9% chose strongly disagree, 14.1% chose disagree, 11.3% chose not sure, 33.8% chose agree, 31.0% chose strongly agree. Stakeholders can also directly edit the quantity, rate, cost, and revenue amounts. If stakeholders are planning by time period, projects automatically distributes the edited amounts across periods based on the spread curve associated with each planning resource. When they update the quantity, cost, and revenue, or rate, projects automatically recalculates all other amounts that are dependent on the edited amounts.

Table 8: Budgeting and quantification of outcomes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	12.7	12.7	12.7
	disagree	4	5.6	5.6	18.3
	not sure	6	8.5	8.5	26.8
	Agree	22	31.0	31.0	57.7
	strongly agree	30	42.3	42.3	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	12.7	12.7	12.7
	disagree	4	5.6	5.6	18.3
	not sure	6	8.5	8.5	26.8
	Agree	22	31.0	31.0	57.7
	strongly agree	30	42.3	42.3	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 8 present that budgeting helps how to quantify outcomes of the projects. Out of 71 respondents, 12.7% chose strongly disagree, 5.6% chose disagree, 31.0% chose not sure, 33.8% chose agree, 42.3% chose strongly agree. The project explains all the expected results that must be achieved by the project. Therefore, outcomes are considered as mid-term results. They are not seen immediately after the end of the project activity. But after some time, when they see some change at the ground level because of the project activity, then it can be termed as an outcome.

Table 9: Budgeting reduces financial task dependencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	9.9	9.9	9.9
	Disagree	7	9.9	9.9	19.7
	Not sure	8	11.3	11.3	31.0
	Agree	17	23.9	23.9	54.9
	Strongly agree	32	45.1	45.1	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 9 presents that budgeting reduces financial task dependencies. Out of 71 respondents, 9.9% chose strongly disagree, 9.9% chose disagree, 11.3% chose not sure, 23.9% chose agree, 45.1% chose strongly agree. This implies that a budget provides a roadmap for the financial management of the project including controlling costs. Historical results along with the effects of current revenue and cost trends provide the basis for a budget and can help predict the future financial health of the project. It also provides the benchmark for reporting future financial results.

Table 10: Relationship between budgeting and project performance in Rwanda

		Budgeting	Project performance
Budgeting	Pearson Correlation	1	.898**
	Sig. (2-tailed)		.000
	N	71	71

Project performance	Pearson Correlation	.898**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

Table 10 focuses on the relationship between budgeting and project performance in Rwanda using Pearson correlation coefficient and SPSS program. The researcher used perception and opinions of respondents and found the relationship. Table 4.10 presents the relationship between variables under study, such as budgeting and project performance. This research used Pearson correlation coefficient and found that correlation coefficient (r) equals to 0.898. Therefore, there is a positive relationship between budgeting and project performance in Rwanda.

Table 11: Respondents' views on project support through fundraising?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	71	100.0	100.0	100.0

Source: Data field

Findings in Table 11 indicates if the project get money to support project through fundraising. All respondents confirmed that dairy community processing center project in Burera District got money through fundraising. During fundraising, goal definition is very important, the main purpose of this is to give the potential donors a clear idea of where exactly their donations will be going. Setting a goal is also a good way to keep project focused and motivated in the fundraising efforts. Once they know all project options, they have to choose which platform is best suited to the project's needs.

Table 12: How fundraising was done in DCPC in Burera District

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Channel Campaign	46	64.8	64.8	64.8
	Sense of Urgency	7	9.9	9.9	74.6
	Realistic Goals	18	25.4	25.4	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 12 presents how fundraising was done in dairy community processing center project in Burera District. Out of 71 respondents, 64.8% said that fundraising was done through channel campaign, 9.9 % said that fundraising was done through sense of urgency and 25.4% chose realistic goal. This means harnessing a combination of website content, social media, traditional media (radio, TV, print) and email blasts were used. Therefore, a short campaign creates a sense of urgency.

Table 13: Respondents' Views on Fundraising and project clear objective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	12.7	12.7	12.7
	Disagree	11	15.5	15.5	28.2
	not sure	5	7.0	7.0	35.2
	Agree	21	29.6	29.6	64.8
	strongly agree	25	35.2	35.2	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 13 shows that fundraising influences the achievement of clear objective. Out of 71 respondents, 12.7% chose strongly disagree, 15.5% chose disagree, 7.0% chose not sure, 29.6% chose agree, 35.2% chose strongly agree. The purpose of project management is to foresee or predict as many dangers and problems as possible; and to plan, organize and control activities so that the project is completed as successfully as possible in spite of all the risks. Therefore, effective objectives in project management are specific. A specific objective increases the chances of leading to a specific outcome of the project.

Table 14: Fundraising increases accountability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	8.5	8.5	8.5
	Disagree	11	15.5	15.5	23.9
	not sure	6	8.5	8.5	32.4
	Agree	25	35.2	35.2	67.6
	strongly agree	23	32.4	32.4	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 14 present that fundraising increases accountability. Out of 71 respondents, 8.5% chose strongly disagree, 15.5% chose disagree, 8.5% chose not sure, 35.2% chose agree, 32.4% chose strongly agree. Fundraisers have an important part to play in the overall accountability and transparency of fundraising organizations. They are often the main contact between charities and the public, and key to their work is communicating about causes, donations and outcomes, and how they interrelate.

Table 15: Fundraising creates effective risk assessment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	8.5	8.5	8.5
	Disagree	4	5.6	5.6	14.1
	not sure	4	5.6	5.6	19.7
	Agree	30	42.3	42.3	62.0
	strongly agree	27	38.0	38.0	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 15 present views of respondents on fundraising creates effective financial risk assessment as among. Out of 71 respondents, 8.5% chose strongly disagree, 5.6% chose disagree, 5.6% chose not sure, 42.3% chose agree, 38.0% chose strongly agree. As we all know, fundraising has its risks and so it is important for fundraising Managers to be aware of these and take action to mitigate them. Some charities miss out on valuable income because the management and trustees take no interest in fundraising and delegate it all to the fundraising staff. This attitude risks missing out on opportunities, particularly in corporate, trust and major donor fundraising.

Table 16: Respondents' Views on Fundraising and effective communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	8	11.3	11.3	11.3
	Disagree	3	4.2	4.2	15.5
	not sure	9	12.7	12.7	28.2
	Agree	22	31.0	31.0	59.2
	strongly agree	29	40.8	40.8	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 16 present that fundraising increases effective communication. Out of 71 respondents, 11.3% chose strongly disagree, 4.2% chose disagree, 12.7% chose not sure, 31.0% chose agree, 40.8% chose strongly agree. Yet communication is fundamentally important. Projects benefit from getting their brands right and promoting them internally and externally. Identifying a charity's target audiences, and developing key messages for each, leads to consistency and saves staff time and effort. Investing in communication can improve success of the project. Great communication creates a positive environment. It makes it easier to ask for funds, lobby for change or attract service users. But to be effective, communication staff need a charity-wide remit and to be represented at a senior level.

Table 4.17: Fundraising influences problem anticipation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	8.5	8.5	8.5
	Disagree	13	18.3	18.3	26.8
	not sure	6	8.5	8.5	35.2
	Agree	14	19.7	19.7	54.9
	strongly agree	32	45.1	45.1	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 17 shows that fundraising influences problem anticipation. Out of 71 respondents, 8.5% chose strongly disagree, 18.3% chose disagree, 8.5% chose not sure, 19.7% chose agree, 45.1% chose strongly agree. When a project embraces a culture of fundraising, in which fundraising and program responsibilities are shared among staff and integrated with each other in their planning and implementation, these problems lessen, if not disappear.

Table 18: Determinants which catalyze the success of project due to fundraising

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ability	11	15.5	15.5	15.5

	Managerial skills	13	18.3	18.3	33.8
	Experience	25	35.2	35.2	69.0
	Training	22	31.0	31.0	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 18 presents determinants which catalyze the success of agriculture project due to fundraising. Out of 71 respondents, 15.5% chose ability, 18.3% chose managerial skills, 35.2%chose Experience, 31.0% chose training. Experience is the knowledge or mastery of an event or subject gained through involvement in or exposure to it. A project manager with considerable experience in a specific field can gain a reputation as an expert. The concept of experience generally refers to know-how or procedural knowledge, rather than propositional knowledge.

Table 19: Relationship between fundraising and project performance

		Fund raising	Project performance
Fund raising	Pearson Correlation	1	.937**
	Sig. (2-tailed)		.000
	N	71	71
Project performance	Pearson Correlation	.937**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

Table 19 focuses on the relationship between fundraising and project performance in Rwanda using Pearson correlation coefficient and SPSS program. The researcher used perception and opinions of respondents and found the relationship. Table 4.45 presents the relationship between variables under study, such as fundraising and project performance. This research used Pearson correlation coefficient and found that correlation coefficient (r) equals to 0.937. Therefore, there is a positive relationship between fundraising and project performance in Rwanda.

Table 20: Pearson Correlations Coefficient

		Funds Management	Projects Performance
Funds Management	Pearson Correlation	1	.906**

	Sig. (2-tailed)		.000
	N	71	71
Projects Performance	Pearson Correlation	.906**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

Source: Field Data

Table 20 shows the correlation between funds management and projects performance. The study used Pearson correlation coefficient and found that the coefficient r equals to 0.906. The variation Pearson coefficient correlation is between -1 and 1. According to the research, the correlation of 0.906(90.6%) is located in interval 0.75- 1.0 categorized as 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 funds management and projects performance in Rwanda.
Moreover, from the above findings and findings of previous researchers as indicated in empirical literature, project managers today are organized through a plethora of time-limited activities that translate organizational strategy into action. The projects require a visionary perspective to align projects' goals with the strategic objectives of the organization. While project managers lead the work on projects, their responsibility is to ensure alignment of the individual projects with the goals of the organization. Project managers thus see their responsibility as being strategic in nature, and play a role of managing the implementation of the strategic goals of the organization by ensuring that the overall mission is achieved through the successful completion of planned activities. Indeed, the execution of various projects helps to direct the strategic plan of the project and provide both flexibility and competencies. As indicated by this study, competency is rooted in knowledge but encompasses the understanding of technical, and communication competencies.

Table 21: How funds are allocated

		Frequency	Percent
	Ability of utilization	23	31.1
	Skills	30	44.6
	Experience	14	18.9
	Training	4	5.4
	Total	71	100.0

Source: Researcher

Table 21 indicates the managerial competencies of project managers in project performance, out of 71 respondents, 31.1% chose ability, and 44.6% chose managerial skills, 18.9 % chose experience, and 18.9% chose training. This implies that, the majority of respondents chose managerial skills, where the minority chose training. Therefore, the ability to make decisions and lead subordinates within a project. Three most common skills include human skills - the ability to interact and motivate; technical skills - the knowledge and proficiency in the trade; and conceptual skills - the ability to understand concepts, develop ideas and implement strategies.

Table 22: Benefits CPCgot from funds allocation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Effective planning	24	33.8	33.8	33.8
	Effective organizing	10	14.1	14.1	47.9
	Higher returns	14	19.7	19.7	67.6
	Reduces overall risk	14	19.7	19.7	87.3
	All of them	9	12.7	12.7	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 22 indicate distribution of respondents the best elements of funds allocation that that must be focused on. Out of 71 respondents, 33.8% chose planning activities, 14.1% chose organizing, and 19.7% chose higher returns, 19.7% chose reduces overall risk and 12.7 chose all of above. This implies that planning activities influence the process of thinking about an organizing the activities required to achieve a desired goal. Therefore, it involves the creation and maintenance of a plan.

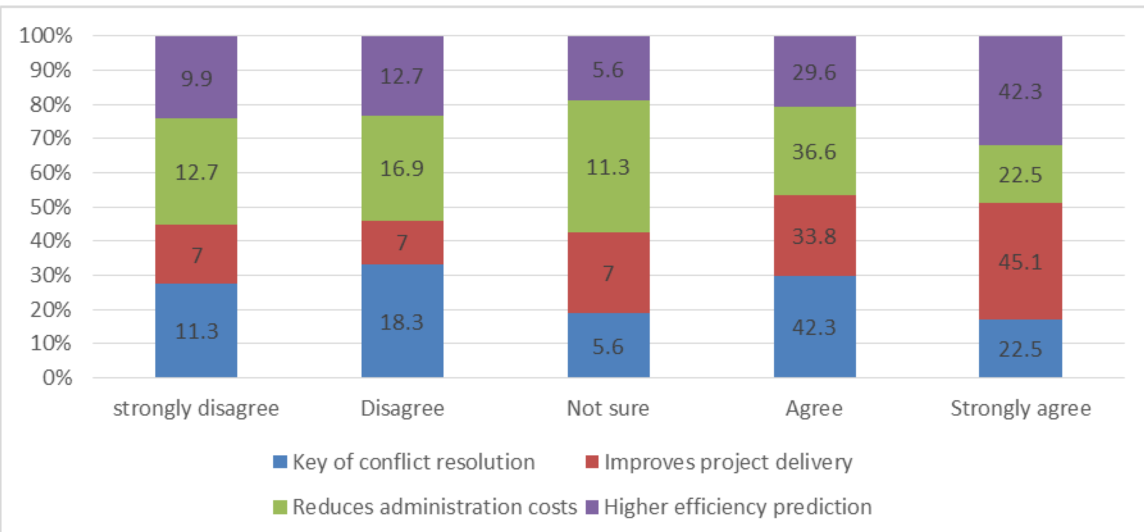

Figure 1: The effect of funds allocation on project performance in Rwanda

Source: Data field

Figure 2 indicate distribution of respondents by funds allocation as a key of conflict resolution. Out of 71 respondents, 11.3% chose strongly disagree, 18.3% chose disagree, 5.6% chose not sure, 42.3% chose agree and 22.5% chose strongly agree. It also indicate thatfunds allocation improves project delivery and this is among the effect of funds allocation on project performance in Rwanda. Out of 71 respondents, 7.0% chose strongly disagree, 7.0% chose disagree, 7.0% chose not sure, 33.8% chose agree and 45.1% chose strongly agree.

The study also found that funds allocation reduces administration costs as among. Out of 71 respondents, 12.7% chose strongly disagree, 16.9% chose disagree, 11.3% chose not sure, 36.6% chose agree and 22.5% chose strongly agree. Figure 4.2 continue to indicate that funds allocation indicates higher efficiency prediction as among the effect of funds allocation on project performance in Rwanda. Out of 71 respondents, 9.9% chose strongly disagree, 12.7% chose disagree, 5.6% chose not sure, 29.6% chose agree and 42.3% chose strongly agree. The most important benefit of funds allocation is that it reduces overall risk, and hence gives the portfolio a chance to earn higher returns. Funds allocation as a strategy simply works because every asset class carries a different potential of risk and growth. While equities are high-risky investments, they could also offer the highest possible outcomes of the projects.

Table 23: Funds allocation indicates project-relevant information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	5.6	5.6	5.6
	Disagree	4	5.6	5.6	11.3
	not sure	4	5.6	5.6	16.9
	Agree	27	38.0	38.0	54.9
	strongly agree	32	45.1	45.1	100.0
	Total	71	100.0	100.0	

Source: Data field

Findings in Table 23 indicate distribution of respondents on funds allocation. Out of 71 respondents, 5.6% chose strongly disagree, 5.6% chose disagree, 5.6% chose not sure, 38.0% chose agree and 45.1% chose strongly agree. This implies that relevant communications are a critical deliverable of every successful project and a key project management skill. Managers may not have thought of communications as an actual project deliverable, but it is.

Table 24: Funds allocation improves effective resource utilization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	8.5	8.5	8.5
	Disagree	5	7.0	7.0	15.5
	not sure	4	5.6	5.6	21.1
	Agree	28	39.4	39.4	60.6
	strongly agree	28	39.4	39.4	100.0
	Total	71	100.0	100.0	

Source: Data field

Results in Table 24 indicate that funds allocation improves effective resource utilization as among the effect of funds allocation on project performance in Rwanda. Out of 71 respondents, 8.5% chose strongly disagree, 7.0% chose disagree, 5.6% chose not sure, 39.4% chose agree and 39.4% chose strongly agree. Effective management of resources is an essential task for projects that are managing different projects. It is important for them to efficiently organize and allocate personal as well as equipment for different projects, same time avoiding idle resources. Having the information about the availability of the resource and have those available at the right time for the activities plays a vital role in managing the costs and smoothly executing the project activities.

Table 25: Funds allocation and project performance in Rwanda

		Funds allocation	Project performance
Funds allocation	Pearson Correlation	1	.750**

	Sig. (2-tailed)		.000
	N	71	71
Project performance	Pearson Correlation	.750**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

Table 25 focuses on the relationship between funds allocation and project performance in Rwanda using Pearson correlation coefficient and SPSS program. The researcher used perception and opinions of respondents and found the relationship. Table 4.25 presents the relationship between variables under study, such as funds allocation and project performance. This research used Pearson correlation coefficient and found that correlation coefficient (r) equals to 0.750. Therefore, there is a positive relationship between funds allocation and project performance in Rwanda.

Table 26: Benefits CPC got from funds control in project management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quick feedback	17	23.9	23.9	23.9
	Efficient process	10	14.1	14.1	38.0
	Accurate reporting	19	26.8	26.8	64.8
	Mitigates risk	25	35.2	35.2	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 26 present views of respondents on benefits of funds control in the project management. Out of 71 respondents, 23.9% chose quick feedback, 14.1% chose efficient process, 26.8% chose accurate reporting, 35.2% chose mitigates risk. In order to allocate the right funds for a specific activity, it is important to know whether the resource has the correct skillset to perform that particular task. Funds control allows to have customized fields so that if necessary more information against a funds control can be captured.

Table 27: Funds control guides the next set of enhancements for the next phase

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	12.7	12.7	12.7
	Disagree	10	14.1	14.1	26.8
	not sure	5	7.0	7.0	33.8
	Agree	29	40.8	40.8	74.6
	strongly disagree	18	25.4	25.4	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 4.27 present that funds control guides the next set of enhancements for the next phase and this is the effect of funds control on project performance in Rwanda. Out of 71 respondents, 12.7% chose strongly disagree, 14.1% chose disagree, 7.0% chose not sure, 40.8% chose agree and 25.4% chose strongly agree. This implies that dividing a project into phases in relation to funds makes it possible to lead it in the best possible direction. Through the project into phases, the total work load of a project is divided into smaller components, thus making it easier to monitor.

Table 28: Funds control identifies new phase requirements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	8.5	8.5	8.5
	Disagree	6	8.5	8.5	16.9
	not sure	4	5.6	5.6	22.5
	Agree	22	31.0	31.0	53.5
	strongly agree	33	46.5	46.5	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 28 presents that funds control identifies new phase requirements and this is the effect of funds control on project performance in Rwanda. Out of 71 respondents, 8.5% chose strongly disagree, 8.5% chose disagree, 5.6% chose not sure, 31.0% chose agree and 46.5% chose strongly agree. Findings indicates that funds control is one of the managerial functions used by project management. It is an important function because it helps to check the errors and to take the corrective action related to funds so that deviation from standards are minimized and stated goals of the organization are achieved in a desired manner. Therefore, funds control is a foreseeing action whereas earlier concept of control was used only when errors were detected. Funds control in management means setting standards, measuring actual performance and taking corrective action.

Table 29: Funds control improves future project development efforts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	8	11.3	11.3	11.3
	disagree	7	9.9	9.9	21.1
	not sure	4	5.6	5.6	26.8
	agree	24	33.8	33.8	60.6
	strongly agree	28	39.4	39.4	100.0
	Total	71	100.0	100.0	

Source: Data field

Table 29presents that funds control improves future project development efforts. Out of 71 respondents, 11.3% chose strongly disagree, 9.9% chose disagree, 5.6% chose not sure, 33.8% chose agree and 39.4% chose strongly agree. Project development indicates the process that takes managers to achieve goals of the project. A project development also influenced by a temporary endeavor designed to produce a product, service or result with a defined beginning and end undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.

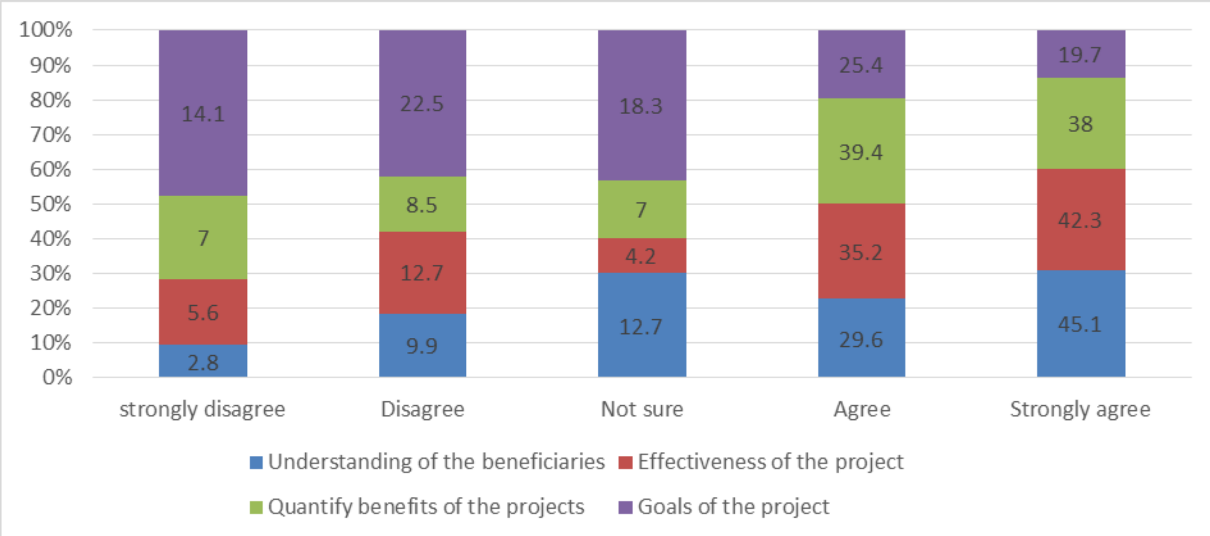

Figure 2: The effect of funds control on project performance in Rwanda

Source: Data field

Findings Figure 2 shows that funds control improves understanding of the beneficiaries of the project needs. Out of 71 respondents, 2.8% chose strongly disagree, 9.9% chose disagree, 12.7% chose not sure, 29.6% chose agree and 45.1% chose strongly agree. The study also presents that funds control improves effectiveness of the project by enhancing its credibility. Out of 71 respondents, 5.6% chose strongly disagree, 12.7% chose disagree 4.2% chose not sure, 35.2% chose agree and 42.3% chose strongly agree.

The study found that funds control indicates how to quantify benefits of the projects. Out of 71 respondents, 7.0% chose strongly disagree, 8.5% chose disagree 7.0% chose not sure, 39.4% chose agree and 38.0% chose strongly agree. Figure 2 also presents that funds control helps in understanding the goals of the project. Out of 71 respondents, 14.1% chose strongly disagree, 22.5% chose disagree 18.3% chose not sure, 25.4% chose agree and 19.7% chose strongly agree. The study findings indicate that the purpose of performance measurement is to help project to understand how decision-making processes or practices led to success or failure in the past and how that understanding can lead to future improvements.

Table 30: Funds control on project performance in Rwanda

		Funds Control	Project performance
Funds Control	Pearson Correlation	1	.915**
	Sig. (2-tailed)		.000
	N	71	71
Project performance	Pearson Correlation	.915**	1
	Sig. (2-tailed)	.000	

	N	71	71

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

The table 30 presents the relationship between funds control and project performance in Rwanda using Pearson correlation coefficient and SPSS program. The researcher used Pearson correlation coefficient and found that the coefficient r equals to 0.915. The variation of Pearson Coefficient correlation is between -1 and 1. According to the research, the correlation of 0.915 is located in the interval [0.75 – 1.0[categorized as 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 funds control and project performance in Rwanda using Pearson correlation coefficient and SPSS program. This was also justified by the respondents' level of agreements on that contribution which presented in this study. Therefore, there is a strong positive relationship between funds control and project performance in Rwanda.

Table 31: Effect of funds management on project performance

Table 4.31 indicates the effect of independent variables (Budgeting, Fund raising, Funds allocation and Funds Control) on the dependent variable (project performance).

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.274	.149		1.842	.070
Budgeting	.178	.108	-.209	-1.645	.105
Fundraising	.635	.086	.705	7.349	.000
Funds allocation	.136	.061	-.146	-2.213	.030
Funds Control	.583	.109	.607	5.346	.000

a. Dependent Variable: Project performance

Source: Field Data

Table 32 indicates the effect of funds management determinants to the projects performance, the study used SPSS and found that the regression analysis equation is projects performance (Y) = -0.274 + 0.178* budgeting + 0.635* fundraising + 0.136* funds allocation + 0.583* funds control. This implies that the transition from managing projects requires more focus on budgeting, fund raising, funds allocation and funds control. This requires the project manager to have increased techniques related to strategic efforts over tactical skills which can be delegated. The negative signs on standardized coefficient indicate that if project managers do not focus on budgeting, fund raising, funds allocation and funds control, the projects could fail on the rate of the figure given into Table 32.

X. SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATION

This section focuses on summary, conclusions, and recommendations. It highlights summary of findings according to three research objectives, conclusions where the study answer the research questions, recommendations and ends with suggestions for further study.

10.0 Summary of Findings

Concerning the third objective, relationship between budgeting and project performance in Rwanda. In relation to views of respondents on benefits of budgeting in project management. Out of 71 respondents, 26.8% chose control over money, 33.8% chose avoid spending unnecessarily, 39.4% chose organize spending and savings. The study present that budgeting helps better investment decisions on future phases Out of 71 respondents, 26.8% chose strongly disagree, 11.3% chose disagree, 4.2% chose not sure, 32.4% chose agree, 25.4% chose strongly agree. According to budgeting indicates ability to provide project funding with evidence of costs and benefits. Out of 71 respondents, 8.5% chose strongly disagree, 15.5% chose disagree, 5.6% chose not sure, 26.8% chose agree, 43.7% chose strongly agree.

The study presents that budgeting provides stakeholders with measures of success. Out of 71 respondents, 9.9% chose strongly disagree, 14.1% chose disagree, 11.3% chose not sure, 33.8% chose agree, 31.0% chose strongly agree. The research also found that budgeting reduces financial task dependencies. Out of 71 respondents, 9.9% chose strongly disagree, 9.9% chose disagree, 11.3% chose not sure, 23.9% chose agree, 45.1% chose strongly agree. The researcher used perception and opinions of respondents and found the relationship. This research used Pearson correlation coefficient and found that correlation coefficient (r) equals to 0.898. Therefore, there is a positive relationship between budgeting and project performance in Rwanda.

This subsection focuses on the influence of fundraising on project performance. The study presents that fundraising increases accountability. Out of 71 respondents, 8.5% chose strongly disagree, 15.5% chose disagree, 8.5% chose not sure, 35.2% chose agree, 32.4% chose strongly agree. Fundraising influences the achievement of clear objectives of the project. Out of 71 respondents, 12.7% chose strongly disagree, 15.5% chose disagree, 7.0% chose not sure, 29.6% chose agree, 35.2% chose strongly agree. The research findings present views of respondents on fundraising creates effective financial risk assessment as among. Out of 71 respondents, 8.5% chose strongly disagree, 5.6% chose disagree, 5.6% chose not sure, 42.3% chose agree, 38.0% chose strongly agree. The study also presents that fundraising increases effective communication. Out of 71 respondents, 11.3% chose strongly disagree, 4.2% chose disagree, 12.7% chose not sure, 31.0% chose agree, 40.8% chose strongly agree.

This research presents views of respondents on fundraising depends on skills discovery. Out of 71 respondents, 5.6% chose strongly disagree, 2.8% chose disagree, 9.9% chose not sure, 11.3% chose agree, 70.4% chose strongly agree. It also shows that fundraising influences problem anticipation. Out of 71 respondents, 8.5% chose strongly disagree, 18.3% chose disagree, 8.5% chose not sure, 19.7% chose agree, 45.1% chose strongly agree. The study present views of respondents on fundraising increases reliability of the project. Out of 71 respondents, 12.7% chose strongly disagree, 4.2% chose disagree, 19.7% chose not sure, 52.1% chose agree, 11.3% chose strongly agree. In relation to views of respondents on fundraising increases accountability in funds management. Out of 71 respondents, 7.0% chose strongly disagree, 14.1% chose disagree, 7.0% chose not sure, 42.3% chose agree, 29.6% chose strongly agree. The researcher used perception and opinions of respondents and found the relationship. This research used Pearson correlation coefficient and found that correlation coefficient (r) equals to 0.937. Therefore, there is a positive relationship between fundraising and project performance in Rwanda.

Concerning the third research objective, determination of the effect of funds allocation on project performance. Findings of the study indicate distribution of respondents by funds allocation as a key of conflict resolution. Out of 71 respondents, 11.3% chose strongly disagree, 18.3% chose disagree, 5.6% chose not sure, 42.3% chose agree and 22.5% chose strongly agree. The study also indicates distribution of respondents on the best elements of funds allocation that that must be focused on. Out of 71 respondents, 33.8% chose planning activities, 14.1% chose organizing,19.7% chose higher returns, 19.7% chose reduces overall risk and 12.7 chose all of above.

The analysis also shows distribution of respondents on funds allocation. Out of 71 respondents, 5.6% chose strongly disagree, 5.6% chose disagree, 5.6% chose not sure, 38.0% chose agree and 45.1% chose strongly agree. Findings also indicates that funds allocation improves efficiency resource utilization as among the effect of funds allocation on project performance in Rwanda. Out of 71 respondents, 14.1% chose strongly disagree, 16.9% chose disagree, 9.9% chose not sure, 33.8% chose agree and 25.4% chose strongly agree.

The researcher used perception and opinions of respondents and found the relationship. This research used Pearson correlation coefficient and found that correlation coefficient (r) equals to 0.750. Therefore, there is a positive relationship between funds allocation and project performance in Rwanda.
Concerning the fourth research objective, the analysis of the effect of funds control on project performance in Rwanda. This study present that funds control guides the next set of enhancements for the next phase and this is the effect of funds control on project performance in Rwanda. Out of 71 respondents, 12.7% chose strongly disagree, 14.1% chose disagree, 7.0% chose not sure, 40.8% chose agree and 25.4% chose strongly agree. Findings shows that funds control identifies new phase requirements and this is the effect of funds control on project performance in Rwanda. Out of 71 respondents, 8.5% chose strongly disagree, 8.5% chose disagree, 5.6% chose not sure, 31.0% chose agree and 46.5% chose strongly agree. This research presents that funds control improves future project development efforts. Out of 71 respondents, 11.3% chose strongly disagree, 9.9% chose disagree, 5.6% chose not sure, 33.8% chose agree and 39.4% chose strongly agree.

Findings of the study show that funds control improves understanding of the beneficiaries of the project needs. Out of 71 respondents, 2.8% chose strongly disagree, 9.9% chose disagree, 12.7% chose not sure, 29.6% chose agree and 45.1% chose strongly agree. Funds control improves effectiveness of the project by enhancing its credibility. Out of 71 respondents, 5.6% chose strongly disagree, 12.7% chose disagree 4.2% chose not sure, 35.2% chose agree and 42.3% chose strongly agree.

This study also presents that funds control indicates how to quantify benefits of the projects. Out of 71 respondents, 7.0% chose strongly disagree, 8.5% chose disagree 7.0% chose not sure, 39.4% chose agree and 38.0% chose strongly agree. The study continues to present that funds control helps in understanding the goals of the project. Out of 71 respondents, 14.1% chose strongly disagree, 22.5% chose disagree 18.3% chose not sure, 25.4% chose agree and 19.7% chose strongly agree. The researcher used perception and opinions of respondents and found the relationship. This research used Pearson correlation coefficient and found that correlation coefficient (r) equals to 0.915. Therefore, there is a positive relationship between funds control and project performance in Rwanda.

10.1 Conclusion

Based from the discussion, it is concluded that, budgeting, fundraising, funds control and funds allocation plays a big role towards performance of the project. But the techniques used during this process of budgeting are supposed to make sure that effective management of funds is done. All departments work together to make sure that, management functions are clear so that planning is coordinated. Budgets are prepared to anticipate a future flow of funds as result of putting a specific plan in place. Therefore budget is significant incense that it is expressive of the desired future activities of the project given available resources and opportunities at hand. Control and allocation of funds guide operating and this means managers do not have to give general answer regarding project's forecasts.

In relation to the cost and expenses used, the study concluded that managers of the projects analyze the cost and expenses that occurred during implementation process compared to the budget allocated for works, goods and services in operations plan Even if some project managers humanize corruption and irregularities through budgeting, budgeting is a very important tool in project management. This implies that, there should be some project plan that tend to corruption and irregularities**.**

10.1 Recommendations

The study findings yielded the following recommendations in view of funds management. To enable meaningful participation, even if majority of respondents disagreed that funds management is not a challenge in Rwanda, but some of contractors fails to get contract on time and this can affect the contract execution, owners of the project have to manage and award contracts on time in order to facilitate contractors in execution of contracts which encourages implementation and performance of the project.
This research also recommends that Government of Rwanda and other stakeholders should make follow up on the rules, regulations and policies of project management in Rwanda. Government of Rwanda is among of the world wide country with zero tolerance country in corruption; therefore, this study recommends owners of the project and project managers to follow the strategies set for fitting against corruption. The finance department should always make sure that, budgets are prepared, have made risk assessment to avoid financial impoundments which will later affect the effective management of project funds.

The management of the project should always make sure that, budgets systems, funds control, funds allocation and fundraising are clear and following the principles of project management to avoid audit queries all the time which may affect the implementation of the project activities. Funds allocation should be based on the performance appraisal made if corruption and other bias are to be avoided. This will also create balance of resources within the project and all stakeholders would be involved in whatever would be implemented.

This study focused funds management and performance of the project; hence future researchers should focus on; the contribution of funds management to the financial performance of Government institutions, funds management and good governance, the contribution of funds management to sustainability of the project.

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