

**INFLUENCE OF PROJECT MANAGEMENT SKILLS ON PERFORMANCE
OF GOVERNMENT FUNDED PROJECTS IN BURUNDI: A CASE OF
BURUNDI ROAD AGENCY**

JACQUES NIMUBONA

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DECLARATION AND APPROVAL

Declaration by the student

I hereby declare that this research is a result of my original efforts and has not been submitted anywhere for any degree award.

Signed:.....

Date:.....

Jacques NIMUBONA

MSCPM/2021/43271

Approval by the Supervisor

This research has been submitted for examination with my approval as the supervisor.

Signed:.....

Date:.....

Dr. Kennedy NYARIKI (PhD)

Lecturer at Mount Kenya University

DEDICATION

This thesis is dedicated to my late parents and sisters, my wife Jeanne, son Lux, brother Jean Claude, cousin Suzanne, and all my family and friends.



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Our deepest gratitude goes first to Almighty God in whom we have everything. My appreciation goes also to my Supervisor Dr. Kennedy NYARIKI for his time, mentorship and scholarly criticism during the whole work. It is also with great pleasure that we thank our parents for guiding our first steps towards school, we will remain grateful to them.

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ABSTRACT

The survey aimed to interrogate the reverberations of program administration competencies or dexterity on execution as well as exertion of government funded programs specifically concentrating on Burundi Road Agency. It has been guided by a general objective, which was to explore influence of program administration skills on fulfilment of government-funded programs in Burundi Road Agency. The survey has been counseled by the subsequent particular intents: to discover to what extent does communication competencies, cost management competencies as well as Risk Management dexterity effect execution of government funded projects in Burundi Road Agency. To deeply gain deeper knowledge about the research topic, various theories have been studied. Descriptive research design was used in this research. The collection of data was done using questionnaires which were issued to 229 permanent staff of Burundi Road Agency and then sampled to represent the larger population. The sample of 146 respondents has been derived from the target population using Slovin formula. In order to gather sufficient data, the researcher gathered information from both secondary as well as primary sources of data. Questionnaire has been the main investigating tool applied in gathering data from primary sources. Both descriptive and inferential statistics were used to analyze quantitative data using SPSS. This survey assumed a linear regression analysis at 5% significance level to explore and establish the nexus or association of its variables. To ensure that research instruments were consistently giving the same results, reliability test has been carried out on the investigating tool. Lastly, analysis of information from the respondents has been carried out and the meaning of that information has been provided. A response rate of 82% was attained with 120 respondents duly completed and returned the questionnaires, out of the sample size of 146 employees. The Cronbach Alpha test was used to evaluate the reliability of the variables in the research with all of them scoring above 0.90, indicating that the items on the scale all measured the same underlying construct and that the scale that was used for the study was reliable. Results indicated that majority of respondents affirmed that project management skills are crucial in successful project execution, with 78.8% concurring with this statement. Communication was found to a key ingredient in successful implementation of projects with 83% of the respondents supporting this view and therefore a clear and defined process for disseminating information between team members is required. Additionally, risk management skills should be enhanced to improve execution of the projects as this was confirmed by 67% who agreed that adequate risk management processes should be put in place. Team management skills was found to important with 71% of the respondents agree that project managers should have perquisite interpersonal skills that are necessary for proper management of the project. The regression analysis showed that the communication skills, cost management skills team, management and risk management that were addressed in this research explained 79.9 % of the project implementation in Burundi Road Agency. Complete and comprehensive cost schedule should always be in place together with a comprehensive plan of the project. Also sufficient planned risk responses plan to ensure that risks and threats are minimized to reduce negative effects when they occur. Project managers to necessary skills, experience and qualification in project execution and those who are already employed at the Agency should be trained to make them efficient and effectives. Lastly, communication channels should be enhanced to ensure constant communication among the team members and updates them on project information.

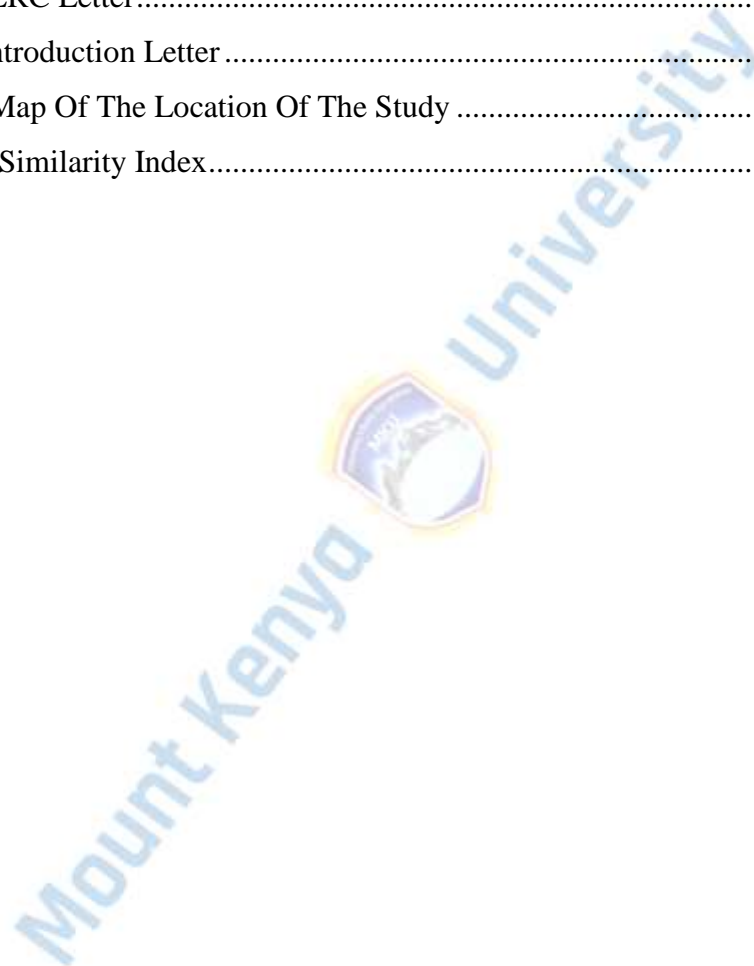
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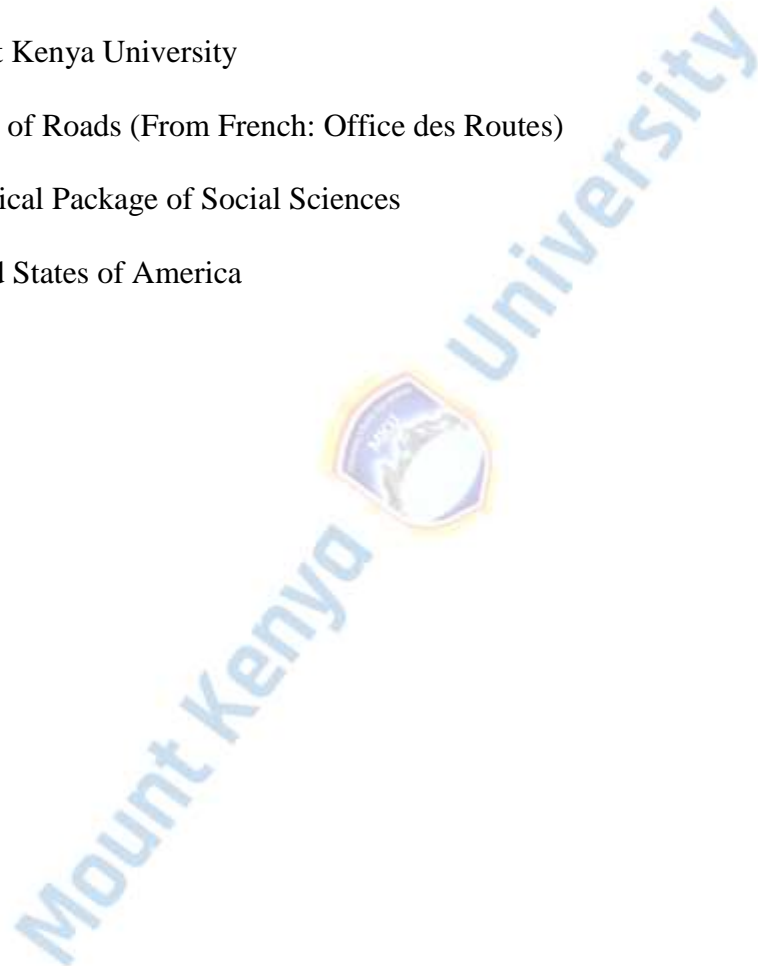
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LIST OF ABBREVIATIONS AND ENCRONYMS

- ALM** : Material Rental Agency (From French: Agence de Location du Matériel)
- ARB** : Burundi Road Agency (From French: Agence Routière du Burundi)
- CDF** : Chief of Kenya Defence Forces
- EAC** : East African Community
- FRN** : National Road Fund (From French: Fond Routier National)
- MKU** : Mount Kenya University
- OdR** : Office of Roads (From French: Office des Routes)
- SPSS** : Statistical Package of Social Sciences
- USA** : United States of America



CHAPTER ONE

INTRODUCTION

This section starts by giving a general outline and in depth analysis and review of the investigation. This is supervised by concisely describing the project describing clearly the issue that has been addressed. The objectives as well as research questions have been outlined to sufficiently support the study. Significance, scope, limitations and delimitations of the study, have also been adequately addressed.

1.1 Background of the study

Project administration is important in ensuring that the performance of that project is enhanced and therefore achieving its objectives. The performance of a given project is crucial for clients in various sectors of the economy. Performance of the projects can be grouped into groups whereby on one side the productivity will focus solely on processes of project management. In this category, the team that is involved in project management describes, organizes and completes the project work. Ideally, every stakeholder would like to reap maximum benefits from the project he is financing. Same case for the Government of Burundi while financing roads construction and maintenance projects. It is therefore crucial for administrators of projects to make sure that there is timely completion, according to budgetary allocations and also in the right quality so as to ensure that the projects satisfy its objectives to the clients. Road construction projects take time to be completed successfully. However, clients would still need to be guaranteed that their project would not take forever, as this would distort the budget of the project. This is because there is a direct link between the cost and the time taken to complete a given project. It is therefore imperative to say that projects have a definite time that they are supposed to start and end, resources that they

are supposed to use and ultimately meet some quality criteria to the parties that are supposed to benefit from it (Waihenya, 2011).

Road construction and maintenance sector in many countries usually depend or rely on the services, skills and experiences of project managers. It is understood that positive or negative results of a given project hugely depend on how project managers undertake their work. Actually, in road construction and maintenance sector, poor management skills usually manifest themselves through delays in achievement of projects, project not completed within the budget and outside the scope. In this case, therefore, projects are ultimately not meeting their objectives and not have the necessary impact.

Price Water Coopers in its study in 2014 from Africa, Asia, Australia, Europe, North America and South America observed that 50% of projects undertaken by various businesses did not achieve their intended objectives and only 2% attained 100% success (PWC 2014). Having a clear understanding of major factors that will lead to success of a project and devising and planning schedules are key aspects that influence the success of projects.

1.1.1 Global perspective

The field of project administration in various fields for example infrastructure development, engineering among others has continued to evolve at a faster rate in global arena for the last 30 years. Stakeholders in this field have acknowledged that project management is a necessity to ensure the successful implementation of project. Project management has therefore been characterized by complex and expensive changes. According to Njakwe (2012), project management was introduced to ensure that there is effectiveness and efficiency when implementing projects. In this case, therefore, optimal utilization of resources is improved and at accordingly ensuring that, the projects implemented are of quality nature.

Hwang (2013) conceptualized that project management will be a huge contributor to employment globally in major sectors of the economy between 2010 and 2020 for example this sector will create 15.7 million in infrastructure, technology advancement, financial sector and also manufacturing. In his study in USA Chowdhury (2013), concurred that project management skills have become an integral part of project implementation phase and would require approximately 6.2 million professionals by the end of the decade.

The African continent has not been left behind in the race to employ adequate project managers or experts in various sectors. With its population, becoming more urbanized at a faster rate combined with the fact that major projects especially in infrastructure are being implemented in the continent, adequate project managers are fundamental and vital role in making sure that these projects are implemented successfully (Botha, 2013).

However, despite the fact, there is a mushrooming demand for managers of the project globally, a significant number of them do not have adequate skills that are important for them to operate effectively and efficiently. There is therefore a mismatch between demand of certified project managers and supply of the same. Lack of skilled project managers ultimately affects the quality of projects that are produced (Ling and Ma 2014).

1.1.2 Regional Perspective

In Kenya, project management has not yet fully gained acceptance it deserves and this has led to a situation whereby there is only a limited number of organizations that have accepted and used project management as a vital and crucial tool necessary in order to deliver a project efficiently and effectively (Lugusa & Moronge, 2016). Lack of proper management practices have been identified as a key element that has led to dismal

performance of projects of construction in Kenya (Abednego, 2016). In Uganda, Nebo (2015) concurred that the success of a given project is in many cases contributed by the type or the nature of project management practices that are employed and utilized, how various resources are employed, skills on the project handling practices, which will ultimately lead to the sustainability of that project. In Rwanda, Moris, (2016) observed that projects are started by first make sure that project management has adequate and sufficient skills through proper training, providing adequate financial skills and ensuring that there is effective and directed public participation. This has in turn ensured that there is enhanced performance and output of these projects and this has gone a long way in ensuring effective and efficient utilization of public funds. Due to the fact that Rwanda was immensely affected negatively by political instability in the past, the government has implemented efforts that are ordinarily implemented by international organizations such as modern project management skills (Kabula, 2015). The issue of project management skills has also been echoed in Somalia and South Sudan whereby development partners for example African Development Bank has insisted that it will only support projects that are hinged on proper project management skills (Omar, 2017). In building adequate capacity by training the project team, has been noted as a key to proper and efficient utilization of resources allotted to a given project.

1.1.3 Local perspective

According to World economic forum (2019), Burundi was ranked last in terms of the quality of the infrastructure projects among East African Countries according to the study that was carried out between 2011-2019. Burundi scored 2.52 which was lower compared to 3.5 which was the average score among the East African Countries.

Additionally, the World Bank transport resilience project in 2020, states that road network maintenance is not sufficient in Burundi.

1.1.4 Burundi Road Agency, ARB

Burundi Road Agency is a Government Establishment under the Ministry of infrastructure, equipment and local housing. The Burundi Road Agency dissolved three former General Directorates including the Office of Roads (OdR), the National Road Fund (FRN) and the Material Rental Agency (ALM). ARB was set up under decree No 100/080 of May 22, 2019, that defines its creation, missions, organization and operation. It has the mandate of supervising and coordinating road maintenance activities, building new roads and mobilizing financial resources to ensure the financing of the road network. Burundi road agency is administered by a board of directors that is made up of seven members. The major function of the board of directors is to develop general policy, administer and evaluate the management of the agency.

1.2 Statement of the Problem

Project management that are funded by the government, the most crucial and important phases in project management stages. This phase determines to a very large extent the project fail or succeed that is implemented. Project implementation phase is usually affected or influenced by priorities that are wrong; deficit in financial resources, targets that have not been sufficiently examined as well as lack of proper project design (World Bank, 2010). Failure in project implementation ensures that the government will lose resources that are in most cases scarce. For particular project to attain its aim, how the project is administered is important. Although many organizations have realized the importance of having project management skills, many project managers

do not have sufficient or adequate skills, which are necessary in project management (Ling &Ma, 2014).

According to Zhang & Fan (2013), projects that are funded by governments continue to lag behind in terms of performance and this shows that there are credibility issues that require

to be handled as a matter of urgency. Sunindijo (2015) in his study agrees that big infrastructure have continued to face delays, challenges in procurement and in most cases cost overruns and this has affected optimum implementation of these projects.

One of the main issues that are facing Burundian government is how to manage government projects successfully. These efforts are very vital for the successful implementation of these projects. It is therefore imperative for those who are charged with the responsibility of managing these projects to have necessary skills to ensure efficiency and effectiveness of the projects, which will in turn promote development of the nation. In Burundi, various projects that are funded by taxpayer's funds flop; others are never achieved due to various reasons. This situation is much pronounced in roads sectors where a huge portion of road projects is usually not completed on time. The quality is also compromised and this therefore means that Burundians do not get value for money. This is even more critical in cases where the money provided by the donors is in form of loans and therefore will be paid with interests. Project administration is one of the major tests that the Burundian government is facing today. According to World economic forum (2019) General Infrastructure Quality Index in EAC, 2010-2019, Burundi came last in terms of infrastructure performance among its East African community counterparts. According to the World Bank transport resilience project in 2020, road network maintenance is not sufficient in Burundi. Since the year 2015, the

Burundi nation has commenced various road projects that were aimed at addressing the damage that was caused by floods in 2015.

However, according to the World Bank report in 2020, these projects have recorded moderate successful completion and implementation, which is about 47%. Some projects were completed but experienced either some form of cost overruns or some form of delays. The report indicated that these challenges were occasioned by lack of necessary skills by project managers. With these findings, few studies have been carried out in Burundi to determine effects of project management skills on the execution of government projects. There is therefore, a need of studying effects of project management skills on performance of government-funded projects.

1.3 Objectives of the study

1.3.1 General objective

The main goal that the study planes to achieve is to examine influence of project management skills on the implementation of government-funded projects within Burundi Road Agency.

1.3.2 Specific Objectives

- i. To explore to what extent communication skills influence execution of government funded projects within Burundi road agency.
- ii. To explore how cost management skills influence execution of government funded projects within Burundi road agency.
- iii. To establish how team Management skills influence execution of government funded projects within Burundi road agency.
- iv. To explore how Risk Management skills influence execution of government funded projects within Burundi road agency.

1.4 Research Questions

- i. How do communication skills influence implementations of government-funded projects in Burundi Road Agency?
- ii. To what extent do cost management skills influence implementation of government-funded projects in Burundi Road Agency?
- iii. What is the influence of team Management skills on the implementation of government funded projects in Burundi Road Agency?
- iv. To what extent do risk Management skills affect implementation of government-funded projects in Burundi Road Agency?

1.5 Significance of the Study

Burundi road agency may use the findings of this study in getting more insight about the skills that are necessary in project management skills and how they influence the implementation of their projects. Burundi road agency therefore would train its staff especially where gaps have been identified accordingly. Scholars and academicians would also find this study more insightful by applying the findings in improving their knowledge on project management skills. Other government agencies and departments would use the findings in developing skills that are geared towards making their staff more effective and efficient in project management.

1.6 Limitations of the Study

The researcher encountered respondents who are cagey and fearful when giving information, fearing that it may be disclosed to their supervisors and therefore used or applied to victimize them. To address the fear of oppression and persecution, proper

consent or authorization has been sought from the management of Burundi road agency and it has been granted.

1.7 Delimitation of the study

The survey concentrated on employees of Burundi road agency and on the four identified variables that are communication, team management, risk management, and cost management skills and how they influence government funded projects in Burundi. The target population is the 229 employees of ARB.

1.8 Assumptions of the study

The research was grounded or established on the premise that the participants give responses that are genuine, truthful and relevant to the study. It also assumed that respondents to a very large extent understand the dynamics and challenges in the construction industry.

1.9 Operation Definition of Key Terms

Cost Management Skills: The ability of the top leadership in a given program, proposal or a scheme in efficiently controlling expenses associated with these endeavors as well as ensuring prudent guardianship of fiscal documents.

Project Leadership: This is the act that is geared towards ensuring steering, leveraging, managing manpower or labor force as well as assigning and prudently handle resources for that particular program.

Project Team Management Skills: This relates to a combination of proficiencies, capabilities and adroitness that project administrators should possess so that they can design as well as implement the program auspiciously and fortuitously.

Risk Management skills: Potentiality or faculty of program administrators to correctly and aptly prognosticate the prospect of an occurrence that is unforeseeable and which would have the capability to adversely affect the output of the program.

Technical Expertise: Capacity or potential to exhibit particular as well as distinct adroitness, dexterity, grip including proficiency required to undertake project intervention.

Stakeholder Involvement: Identifying parties that will be affected by the project implementation and involving them in undertaking various activities of the project.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This segment addresses conceptual as well as factual examination of literature that is related to how project management skills influence performance of government funded projects in Burundi. It discusses the theoretical framework and conceptual framework with a view of gaining more insight on the topic under study. Lastly, critique of existing literature will be discussed.

2.2 Theoretical Framework

2.2.1 ABJ sticky cost theory

This theory concurs that costs increment is realized when activities posts a positive increment and at the same time, costs decreases when activities are reduced. Traditionally models that deal with cots normally postulate or predict a connection that is linear when both activities and costs are observed together. This prototype or mould indicates that there is a reflex relationship between changes in costs and simultaneous or synchronous change in sale activity. According to this theory of sticky costs, a lot of the costs are usually brought about by the decisions that are made by top managers in an organization about how capital is applied (Shahu, Pundir and Ganapathy, 2012). Sudhakar (2012), this theory of sticky cost supports to a large extent that costs are usually realized as a result of decisions that are made by top leadership in an organization concerning resource commitment. When implementing a given project, the main task of every project team is to make sure that the needs of the client are addressed. These needs or concerns are making sure that the project will meet its

objectives, specific quality, within agreed budget and time-frame. In most cases the cost aspect is the most important aspect to most clients (Ward and Daniel, 2013).

Project supervisors should have adequate, adequate understanding of cost behavior of a given project since more often than not clients are interested in making sure that the projects are finalized as per the agreed budget. The project manager utilizes cost behavior which will ultimately enhance his decision capacity when it comes to allocation of resources, administering as well as remuneration. This conceptualization is crucial and vital in the survey since it shows in clear terms the nexus or link on how decisions that are made by top managers in an organization influences settlement that is betwixt established as well as changeable amounts.

2.2.2 The Pareto Principle of Time Management

This theory was developed by Vilfredo Pareto who was an Italian economist in 1895. He observed that 80% of the land in Italy was owned by 20% of the people. After observing this scenario, he concluded that economic activities can be subjected to the principle of 80/20 rule. He argued that he has studied 80/20 rule is applicable and useful in various ways (Wells, 2012). The Pareto principle is applicable in management of time whereby 80% of the results should come from 20% of your efforts. According to Wells (2012) time management is a combination of various behaviors that are geared towards achieving effectiveness of time while undertaking activities that are goal oriented. According to this definition therefore application or how time is spent is not the main objective but more and more focus is directed towards achieving goals of a given activity for example carrying out tasks in a form and posture that indicates efficacious application of schedule (Lugusa & Moronge, 2016). Effective planning of schedule is indicating new ways in which project team can apply their time optimally to

enhance their lives and not to micro-manage each and every second of their life (Cheng, 2014).

It is therefore imperative to understand that by dealing with the vital few (20%) instead of the trivial many (remaining 80%) a lot more can be successfully attained or achieved. Therefore 80/20 rule is a simplified route that would to a very large extent assist in managing the affairs of the project manager and ensures that all the efforts are directed towards identifying the most important tasks that will contribute largely to the success of the project (Ward and Daniel, 2013). This Pareto principle is explicitly different from 100% principle, which indicates that 100% of the task is required so as to fulfill the goals and objectives of the project and should be integrated in the work breakdown structure. This may be applicable in small projects, however in bigger and complex projects Pareto principle is applicable since there exists various phases and stages that must be completed in order to achieve project objectives. By applying Pareto principle, the project manager will be able to focus solely on crucial task that will make sure that the project is finished within the timelines. This principle therefore provides a nexus that indicates that program schedule have an effect on program in Burundi road agency.

2.2.3 Enterprise Risk Management Theory

In project management are unforeseen challenges that requires a proper plan on how to manage these problems when they happen. Therefore, risk management is a process or undertaking that is designed to address challenges that may affect the project (Lugusa & Moronge, 2016). The major concern that each and each manager of the project must have in mind is what challenges or issues that they are likely to face and how these challenges may affect project implementation and how they can be avoided so as to

make sure that the program is finished within timelines, with strict observance of budget and to the desired quality (Cervone, 2006).

Management of risks means the procedure and frameworks that are geared towards ensuring efficient and effective control of possible opportunities and impacts that are adverse (Verschuren et al., 2010). Proper and sufficient management of risk assist in enhancing the output and productivity of a firm by establishing a chain which assist in improving the level of service delivery, reducing waste, proper utilization of resources, reducing fraudulent activities and also providing an environment where innovation is allowed and encouraged to thrive. According to Tabish &Jha (2012), enterprise risk management is business field that is strategic that is coined supporting the realization of goals and objectives of an organization by looking and addressing wholeheartedly the risks and managing impacts of those risks in relation to portfolio. In the past, organizations have been addressing various types of risks in different manner. This was brought about by the fact that various functions within an institution were handled by different components of risk management (Sudhakar, 2012). The principal function of enterprise risk management is to make sure that an organization can enhance their value in an environment that is not certain. Project managers can save resources if they proactively deal with events that are not certain. This be fundamental in making sure that negative impacts are reduced or minimized and take advantage of available opportunities that may be realized (Shahu *et al.*, 2012). ERM theory is key to this study because firms that seek to be strong against risks should examine and explore their capacities in managing their risks, evaluate their culture in their organization concerning risk, performance and reward and execute viable practices of risk management. This theory connects properly with this study that seeks to address the influence of project management of performance of government funded projects.

2.2.4 Six Sigma Approach to Quality Management

Total quality management is an ideology or reasoning that is applied in controlling or directing an organization in a way that assist that organization in meeting the aspirations and desires of various stakeholders in a manner that is efficient and effective in conformity with its ethical values, Müller and Jugdev (2012). According to Parker et al., (2013), Total Quality Management is a conviction that endeavors to amalgamate entire functions of a given organization that is production, marketing, customer service, finance among others, so as to channel this in making sure that customer needs and objectives of the organizations are met in totality. Six sigma is a total quality management instrument that originates from statistics and is usually applied in measuring the prevalence of fluctuation from the normal. Flannes and Levin (2001) in their study found out that Bill Smith and Bob Galvin, who worked in Motorola, developed the Six Sigma quality improvement process in 1986. In businesses six sigma is defined as a strategy that is applied to increase efficiency, effectiveness of every activity in the organization and organization's profitability in order to meet or better still exceed expectations of the customers and other stakeholders. Six sigma when was developed was firstly applied in manufacturing sector so as to minimize wastes that were brought about by deficiencies in manufacturing sector. A six sigma project has been identified as a way of solving a problem by providing a solution whereby a number of metrics have been identified and used to develop goals and objectives of a project which will ultimately be applied to gauge the progress of the project. The vital characteristics of six sigma are that it is able to show a clear nexus between enhancement of results and financial improvements (Jetu & Riedl, 2012). Quality management is vital and it is therefore imperative for project managers to pursue it since failure to achieve standards that have been set in a project may have

adverse repercussions. The other reason why quality management is important is because the cost that is involved in remedying errors is always high and this would distort the cost of the total budget (Davies and Hobday 2005). The six sigma can be applied by organizations that are keen on quality to measure quality and enhancing their processes especially where shortcomings have been realized. Chin et al. (2011) argued that the principal role of six sigmas is for ensuring that an organization is able to provide goods and services that are of optimum value to customers especially in today's business world where customers have become more enlightened.

2.3 Empirical Review

2.3.1 Effective communication skills and implementation of government funded projects.

According to Brill, Bishop and Walker, (2006), communication is seen as one of that critical knowledge that managers of the projects should have so as successfully achieve work objectives. It is to a very large extent one of the factors that either can lead to success or failure of a particular project during design and implementation stages (Söderlund, 2011). Ling, F. Y. Y., & Ma, Y. (2014) in their study that was done in different cities in China, communication was found to be a major factor for the project success. Different stakeholders require information that is relevant, adequate, timely and precise information about the progress of the project. Project managers should therefore possess these skills to ensure successful performance of the project.

There is a strong and robust nexus between proper implementation of a project and effective and efficient communication between various parties that are involved in implementation of the project. It is therefore imperative to make sure that effective and

efficient communication is upheld so as to have a positive and enhanced performance of the project that is being implemented (Maina & Waweru, 2011).

Project team communication is defined as a situation where members exchange ideas, thoughts and opinions for the purposes of successfully accomplishing the mission or goal of a given organization. Team communication is largely influenced by leadership styles of top management in an organization. Top leadership can enhance or strengthen or weaken team communication levels. Communication plays an important role in ensuring that there are effective operations, enhances uniformity of the team members and cement efficiency which are key ingredients of a successful implementation of the project Yang, Huang and Wu (2011). Studies that have been done by various researchers have indicated and concurred that project team communication is a huge determinant of team output and productivity and therefore maximum efforts should be put in place to ensure that team communication is enhanced and sustained.

2.3.2 Cost Management Skills and implementation of government funded projects.

According to Macharia and Ngugi (2014), funding and cost management are key components that are necessary for successful implementation of infrastructure projects. Lack of sufficient funding will impact negatively on the quality and time frame for a given project. Project managers and other top leaders in an organization need to have necessary cost management skills so as to ensure that there are cost overruns. They concurred that it is imperative to have a well-established procedure of how funding of the project is going to be availed that is shared with the funding agency indicating how this project plan is going to be implemented successfully. A cost management also should also be put in place to ensure prudent utilization of finances that has been provided. Macharia & Ngugi (2014) in their study noted that a funding process that is strong and robust plays a key role in the execution or implementation procedure and

therefore project managers should as a matter of principle stick to that procedure or framework. This is because infrastructure projects road projects included are in many cases affected negatively especially where there are issues of insufficient funds. These projects have taken longer than initially planned in some cases these projects are abandoned altogether leading to massive losses.

According to Kazaz, Ulubeyli and Tuncbilekli (2012), Cost management is very important aspect in project management because construction projects have exhibited numerous cases of cost overruns that have affected time frame within which the project is supposed to be completed. Bearing in mind that sticking to budget and also timeframe is the ultimate wish for every financier or beneficiary of the project. The onus is on the project managers to ensure that sound initiatives to forecast project costs are put in place during project planning phases. However despite having taken necessary steps that are geared towards ensuring proper cost management, indicating that there is a higher probability of underestimating cost which is largely brought about by continuous increase of building materials and other costs. Continued rise of building materials which is compounded by inflationary issues and also the scarcity of these materials present a challenge that is new to the project team, it is therefore becoming more and more difficult to correctly budget for these budgets without having cost overruns. Kazaz et al. (2012) in their study found out majority of materials that are used in construction industries are more often than not imported from the developed countries. This usually creates a monumental challenge especially during exchange of huge sums of local currency during importation. This in turn rises the cost of project implementation. Therefore, it is critical to ensure that cost management is undertaken to cut on unnecessary cost.

High and unpredictable currency exchange rates have forced to apply for additional funds to close the gap between what was budgeted for and the actual cost of the project. This has led to a situation whereby project time has increased especially during negotiations for the additional budget and also increases of the project cost. Therefore, in order to assist in addressing the challenges that have been highlighted therefore is to have proper cost management skills among the project management team.

2.3.3 Team Management Skills and implementation of government funded projects.

Project team is mostly composed of different people who have been born and brought up in different and various environments. Therefore, the project team is composed of people who have different personalities, opinions and perceptions on various issues. Consequently, it is significant for the project manager to comprehend that occasionally there will be some conflicts and disagreements among the team members at every phase of project design and implementation. The responsibility is therefore on the project manager to determine how the team is going to operate seamlessly and harmoniously devoid of conflicts and disagreements which would ultimately affect the success of the project.

According to Newton (2015), a skillful and proficient project manager should be able to critically explore and discern different skills, experiences, expertise, competences, including personalities of various team members. This will assist the project manager in knowing and understanding where each and every member of the team would have maximum impact, output or productivity. This will help in managing the project effectively and efficiently thereby enhancing the success of the projects. This also assist in addressing conflicts, disagreements and misunderstandings between various team members that would otherwise derail operations of the project team. Robust and

well-grounded nexus can be forged successfully between team members where project executives may initiate the members' interests and personalities via convectional networking.

2.3.4 Risk Management skills and implementation of government funded projects.

As stated by Lugusa & Moronge (2016), risks are challenges and problems that have not yet occurred experienced. Risks are in most cases unavoidable and also inescapable in every project. Project managers therefore need to understand this fact and plan for those risks regardless of the project they are implementing. Therefore, risk management is the process and culture which is applied in remedying likely and prospective unpropitious effects and opportunities. Lusesi (2018), in her study that was conducted on influence of project management skills on the implementation of Constituency Development in Cherangany constituency recommended that risk management skills are significant and affects or influences implementation of CDF projects in Kenya. Principals in different schools should be therefore be equipped with risk management skills so that they can be in a place to identify risks.

Roque & de Carvalho (2013) conducted a study that was carried out on Brazilian Vendor companies. The main objective was to establish how risk assessment affects performance of these organizations. A total of 415 projects in Brazil were identified and studied in IT industries in Brazil. The findings indicated that prioritizing and implementing approaches of assessment of risk has a huge effect on the performance of a given project as project team were able to be proactive in identifying challenges that may hinder the progress of that project and take urgent measures in addressing these challenges. This would assist in ensuring completion of projects as per the budget, timetable and the required quality, which are key requirements to the customers. The

findings of the study indicated that the effect of project assessment of risk on project successfulness was significant.

2.4 Conceptual Framework

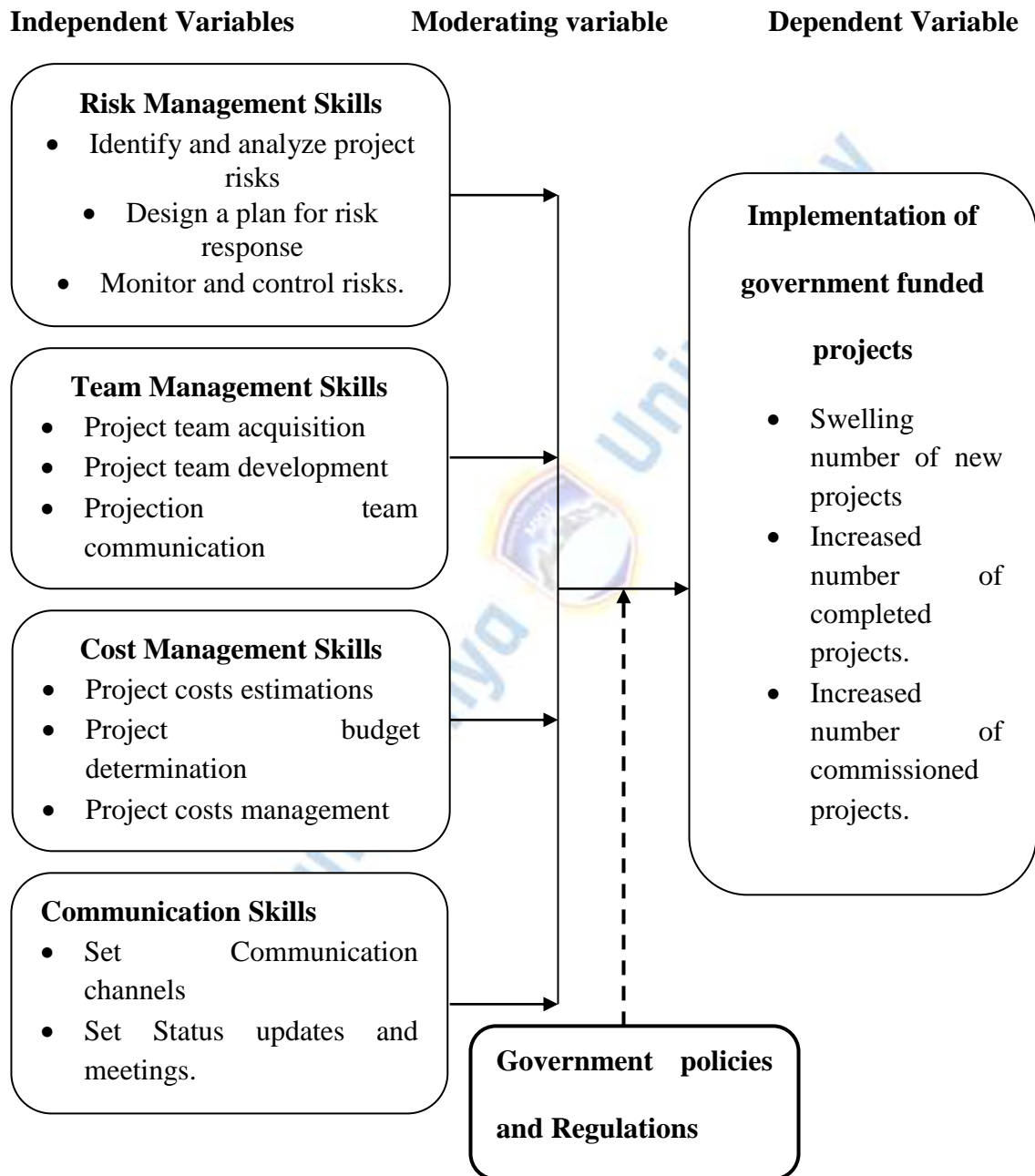


Figure 1: Conceptual Framework

Source: Researcher (2023)

From the figure above the independent variables are project management skills constituted of cost management, risk management, team management and communication skills. These independent variables were able to affect the dependent variable that is performance of government-funded projects. Communication skills are crucial and vital in ensuring that there is effective and efficient communication between various stakeholders in a given project. Project leaders and managers should strive and endeavor to sharpen their communication skills. Project cost management skills are crucial in approximating the cost of the project precisely and flawlessly, come up with the correct and up to date budget and lastly help in managing costs related to the project. Lack of cost management skills will in some instances lead to cost overruns and sometimes in delays thereby affecting the performance of the project. Project team management skills enable the project managers or project leaders in controlling the team effectively. This is in realization that team members have different skills, experiences, expertise, opinions and perspectives. They see or perceive things differently and in some instances, there will be conflicts among team members. The project manager should strive to optimally utilize team member's strength and lay down procedures on how to solve conflicts. Project managers should be able to see potential risks that have the likelihood to imperil or jeopardize successful implementation of the project. These risks have the potential or the capability of increasing the costs of the project, affecting negatively the quality of the project and delaying the timely implementation of the projects.

2.5 Research Gaps

From the reviews that have been done by the researcher on the topic, it is clear that different researchers have done studies that have been done on the project management skills and the performance of government-funded projects.

Table 1: Research Gaps

Author	Topic	Finding	Research Gap
Ambetsa and Muchelule (2022)	<i>Influence of project cost management on performance of donor funded health projects in Kajiado county</i>	The study found that Project Cost control, Project Resource planning, Project cost budgeting, and project M&E significantly influenced performance of donor funded projects in Kajiado county.	The study focused on health projects implemented in Kajiado County in Kenya. It therefore important to do a study in Burundi and determine whether results can be generalized.
Kazaz, Ulubeyli and Tuncbilekli (2012)	<i>Causes of delays in construction projects in Turkey.</i>	Delays in payment, budgeting and cash flow problems were found to be the main issues that affected the delays in completion of construction projects.	The study was done in Turkey and therefore it is important to carry a study in Burundi to determine if the findings could be generalized.
Ling, F. Y. Y., & Ma, Y. (2014)	<i>Effect of competency and communication on project outcomes in cities in China</i>	Communication was found to be crucial in determining the success of a project.	Study focused on cities in China.
Mwangi and	<i>Determinants of</i>	The findings concluded	The study focused on

Macharia (2014)	<i>power projects performance in the Kenya Power and Lighting Company limited</i>	that project management skills are the key to determine the success of government funded projects.	power generating companies. It is therefore imperative to carry out a study on Roads construction projects. The study was done in Kenya and there this study will be carried out in Burundi to determine if results could be generalized.
Brill, Bishop and Walker, (2006)	<i>The Competencies and Characteristics Required of an Effective Project Manager.</i>	Communication is a critical skill that project managers should possess in order to succeed in their work.	Focused on construction projects in general
Loic NDAYIZEYE (2018)	<i>Capacity building and sustainability in Ngozi province, Burundi: a case study of agri-business project (PRODEFI)</i>	Team management is the key to the sustainability of the project.	Research focused on projects that have been implemented by Non-Governmental organizations hence the need to carry out the study and determine if the findings could be generalized.
Kipyegen, Mwangi and Kimani	<i>Risk management adoption</i>	Capacity building was identified as a key factor in mitigation and	Study was carried out in software projects hence the

(2012)	<i>framework for software projects.</i>	identification of risks that may affect a project.	need to carry out a study in road construction sector.
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2.5.1 Project Time Management

Project time management is a key ingredient of project performance that ultimately determines whether the project will be completed on time or not. It has four phases or stages whereby there is definition of the activity, estimating the resources that are needed by a given activity, determining time that is required to complete the activity and finally the schedule to direct and control the activity. According to Kiragu et al., (2013) one of the technique that is applying in project time management is decomposition technique whereby a given project work is bisected and dichotomized into smaller components that are easy to manage and understand. Components represent the energy that is required to finish a project work. Choge and Muturi, (2014) in their study attested that for the project performance to be enhanced, work breakdown structure should be adopted whereby last output are defined as activities instead of outputs. There are softwares that can be applied in measuring or estimating activity resources. This project management software can assist in planning, organizing, managing resource and finally developing estimations of resources. They are other software that are upgraded and are therefore able to breakdown structures of resources; determine resource availability, rates of resources and these will assist in maximizing and enhancing utilization of resources (Sunindijo, 2015).

Estimate Activity Durations is a method that is used to guard against a project activity from hindrances, impediments and other eminent interruptions that may end up extending project activity duration which in turn may affect customer satisfaction. It

creates a bulwark or cushion that will protect unforeseen or unpalatable situations or variations that may eventually the conclusion of the project terminal date.

2.5.2 Project Communication

Tsiga, Emes and Smith (2016) concurred that effective communication within a project team is part of a crucial and important factors for a project to succeed and project managers should take initiative to ensure that there are effective and efficient communication channels. An atmosphere that is assured, pragmatic and effective project team communication will to a very large extent enhance that sense of loyalty and belonging to a given project or endeavor and this will go a long way in pushing for the project's performance and success (Smidts, Pruyn and van Riel 2001). Miscommunication has been highlighted as one of the principal contributors in project failures. This is usually underscored especially where changes and updates are not sufficiently, adequately and clearly communicated to team members. Clear communication channels should therefore be designed and implemented so as to ensure that every member of the team is moving in the same direction. Various studies that have been done to determine how communication influences project performance agreed that communication channels should be understandable, accessible, candid, authentic, well-timed, high quality and also pertinent to team members and tasks in the project should be easy to comprehend and this would aid in enhancing the performance of the projects (Thamhain 2014). Therefore, for communication to be effective and efficient, each and every member of the team should be able to interact with each other, understand each other and this will ultimately make team members committed to the project. It is imperative to note that due to these interactions therefore it is possible to gauge the effectiveness of communication channels using frequency, communication level, proximity level and how well interactive communication influences the

productivity of the project. Therefore, to enhance communication among all stakeholders in a project clear expectations of each and every member of the team should be set so that everyone knows what is expected of them without any iota of ambiguity. Communication also should be streamlined and consolidated especially the internal communication since it will ensure that the project manager is kept in the know about the progress of the project and detect any challenge or risk that may affect the progress of the project and remedial measures adopted immediately including additional assistance if need be.

2.5.3 Project Risk Management

Risk management is a key ingredient for project success since it enables the team to discover challenges that may occur and take remedial actions to address these challenges before they affect the project. Risk management is the process and frameworks that are designed and implemented in order to effectively and efficiently direct potential opportunities and challenges which would otherwise have adverse effects on the project performance (Davies and Hobday, 2005). The pertinent question that should be on project manager's mind is what are the challenges that may be encountered in the course of project implementation which would adversely affect the project success and how these challenges should be avoided (Cervone 2006). When dealing with risk management it is imperative to identify four areas that is proper identification of risk, sufficient analysis of the risk, address or respond to the risk and finally controlling and monitoring of the risk to eradicate or minimize adverse effects. The Delphi technique that was developed in 1950s by Rand Corporation with the main aim being identification of risk (Anfara and Mertz, 2006). According to Milunovic and Filipovic, (2013), technocrats that are involved in analyzing project risks usually apply Delphi technique in order to mine risks that a given project may encounter. Surveys

are done to endeavor to “what is” while Delphi technique endeavors to address “what could/ should” (2006). The feedback is compiled and is forwarded to the technocrats so that they can deduce an opinion and advice. Delphi process can be done over and over until such a time when everyone agrees with a given opinion. This ensures that consensus is achieved among different members or different experts and this enhances chances of success. According to Müller and Jugdev (2012), when the process is repeated or recapitulated thrice, then there is sufficient data or information that can form a firm or dependable consensus among experts. Delphi technique enables a situation where by prejudices in gathered data is reduced to a large extent and this prohibits someone or some people from influencing the outcome of the exercise. Checklists that are crucial in identifying risks should be designed by experts in project management taking into consideration information from preceding or earlier projects or from other sources of knowledge (Shahu, Pundir & Ganapathy 2012). Additionally, risk register should also be documented by project managers whereby risk, category, elucidation, fundamental cause, activators, feedback and ramifications if any.

Shahu, Pundir and Ganapathy, (2012) in their study identified risk analysis as a process that involves two stages or phases which include risk probability and risk ramification assessment. Risk probability examines or explores the likelihood that the risk will occur while ramification establishes what would happen if the risk occurred and in this case therefore trying to understand how these risks would affect project implementation. Risk probability assessment gauges the probability that a given risk has the likelihood of appearing. Risk impact assessment examines how potential risks will affect timetable, financial resources and standards or caliber or productivity which includes both constructive and unfavorable opportunities (Tabish & Jha, 2012). In assessing the probability of risk occurring there is always a challenge where future events have not

yet occurred and this therefore means there is no empirical data to refer from and the occurrence can be measured and this ultimately mean that the probability can only be estimated (Tabish & Jha, 2012). There are other groups of people that are influenced by latent or hidden perceptions when it comes to making decisions of risk probability. These are people who are interrogative or probing and this informs their decision making especially when there is no sufficient or reliable data (Verschuren et al., 2010). In monitoring and controlling risks there are tools known as technical performance measures that are used to determine whether a system is optimally meeting objectives that it is supposed to achieve. In order to deal with project risk management effectively, project experts should design and implement weekly project status report whereby risk management should form part of the main agenda during periodic status meetings. When risks are discussed habitually and intermittently, everyone is in a position to identify prospective perils and opportunities. However, this technique should be addressed cautiously since there is likelihood that these status meetings may develop bad reputation and team members may decide to avoid the meetings (Zwikael & Globerson, 2006).

Risk response is a process whereby opinions and actions are developed in order to increase opportunities and minimize threats so as to ensure that project objectives are realized. This stage classifies risks by their priority, allocating sufficient resources into the budget, schedule and plan of the project as required (Zwikael and Globerson, 2006).

2.5.4 Project Cost Management.

How cost of a given project is managed or controlled will ultimately determine the success or failure of a project. It is therefore a sacred duty of the project manager to ensure that the project is completed successfully within the budget. Customers always shiver when the cost of the project increases especially when there is no adequate

explanation. Cost management is at the centre of performance of every project since it illustrates and denotes the crux or fundamental objective of every organization (Chowdhury (2013). According to Hwang and Ng (2013) project cost management is a combination of various activities that are geared towards approximating, assigning, administering and containing costs of a project. It therefore includes planning, approximating, budgeting and containing costs so as to ensure that there is financial discipline and complete the project within the budget (Botha, 2013). Cost management involves both direct and indirect costs that keep on coming up during implementation of the project (Wilson, 2015). Cost management is crucial and the project manager must ensure that the money allocated to the budget is spent in line with the budget otherwise there are chances the money may be misappropriated (Chou, Irawan and Pham, 2013). To achieve proper cost management, performance reviews on the project should be conducted regularly so as to compare cost performance and detect any overrunning and under running, milestones that have been successfully met and those which are yet to be realized. (Dainty, Mei-I and Moore, 2005) in their study, agreed concurred that there are three techniques that are useful when it comes to reporting. These include variance analysis, trend analysis and earned value analysis. Variance analysis is applied when one tries to collate real performance to proposed or scheduled performance (Dainty, Mei-I and Moore, 2005). Trend analysis endeavors to find out the productivity of a project in a given period of time in order to establish if productivity or output of the project is upgrading or diminishing (Lehtiranta et al., 2012).

The earned value technique compares intended or contrived performance with the real performance so as to ensure that value and expenditure are maintained at the same level during the project implementation (Tam, Shen and Kong, 2011). There are softwares that have been developed in project management that can be applied in gauging the

intended costs and real costs with the purposes of identifying outliers (Chou and Yang, 2012). Coding system has also been applied by project managers in controlling costs so as to ensure there is no cost creep. Coding system is to assist enable analysis of huge data and has proven to be one of the most efficient and effective tools of cost management. Project cost estimation is the procedure or exercise of building-up an estimation of financial resources that are required to successfully finish a project undertaking basing these estimations on the information that is available at a certain time. According to the United States Government Accountability Office, cost estimation is the recapitulation of respective costs components using formulas that are known and established that have proven data in order to come up with total costs of a given program based on the information that is known and available today (Cheung et al., 2013). Cost estimation is where project technocrats applies where real costs of project that had been previously completed are used in approximating the costs of the project that is about to be commissioned or started. This is always applicable especially in situations whereby the little or limited information or data about the project that is about to be commissioned or started and therefore historical data is applicable (Hill, 2008). One of the ways that a project manager may use to estimate the project costs is expert based estimation whereby there is a technocrat judgment is absorbed which is based on the archived data thereby providing crucial insight on similar projects that are being undertaken under the same environment. However, there is some difficulty in applying expert based estimation in that there is always a challenge to try examining relationship between the numerous cost influencing variables (Hewage et al., 2011). Lack of adequate data has been sighted as one of the main challenge or problem while trying to approximate the cost with any degree of accuracy and this therefore means that it is difficult to estimate properly (Dainty et al., (2005).

2.5.6 Performance of Government Funded Projects

Performance measurement is the procedure or the exercise of gauging or evaluating how efficacious and efficient of an undertaking (Milunovic and Filipovic 2013). The undertaking of quantifying performance is considered crucial and it is therefore imperative for any organization to ensure the process is done comprehensively so as to determine whether goals of the organization, designing strategies for future growth and also assisting in determining how investment decisions will be made (Shahu et al. 2012). According to Müller and Jugdev (2012) in their study the process of measuring performance usually applies multifaceted components of performance measures for the purposes of budgeting and managing of an organization.

Time, financial resources and the performance of the project were the criteria that were applied to ascertain whether the project was a success or not in early 90s' (Tabish and Jha (2012). However much as these variables were found to be crucial, it was not sufficient to adequately determine if a given project was successful or not. Therefore, to adequately gauge project success psychosocial outcomes are supposed to be considered as well Verschuren et al. (2010). Parker, (2014) in the study agreed that is no longer tenable to just consider timely and within the budget as the only criterion that can be applied to examine or gauge project success. Currently the environment has changed and therefore to determine project success one will have to ask whether the project delivered value to the organization.

Key performance indicators can be successfully applied to measure the productivity or output of government finance projects. KPI is a quantifiable or appraisable rate that indicates if an organization is effectively and efficiently attaining its main or principal objectives (Shahu et al. 2012). Business value are identified as one of important criterion of measuring project success can be done through defining properly key

performance indicators and in turn applying these KPIs to measure real performance of the project (Paker, 2014). It is therefore imperative for project managers to work together with various stakeholders including customers so as to have a clear understanding of the inputs and activities of the business and make sure that the project attains the business objectives (Zwikael and Globerso, 2006). Ward & Daniel, (2013) agreed that indeed there is need for the scope of project success to include the extent or degree to which the customer has fully adopted or embraced the project. The degree to which a given product or services satisfies customer needs (Cockerell, 2014).

To measure success of a project efficiency should be used as the most important criterion that every project manager takes into consideration (Chou, Irawan & Pham 2012). Efficiency is a measure of how best the project was executed or administered in connection with time and cost (Wells 2012).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This segment provides a comprehensive as well as detailed elucidation of methodologies that have been activated and enforced in this survey. It furnishes complete details of the respondents as well as the process that has been adhered to during sampling. The researcher also describes investigative techniques that the study adopted taking into consideration research questions and objectives that have been formulated. Surveying or investigative tools that have been devoted in this survey were characterized and illustrated fully as well as proceedings that were pursued to carry out the survey. Ultimately, moral codes and standards that are supposed to be adhered to are also discussed at length.

3.1 Research Design

This is a framework that comprehensively indicates the methodology of research as well techniques that the researcher adopted in order to carry out the study. A research design should therefore be well prepared as well as planned in order to make sure that the methodology will address your objectives comprehensively and ultimately making sure that you will perform the right type of the analysis for the gathered information from the respondents. Descriptive research design has been applied in this research by collecting data by issuing and dispensing research tools to the respondents that were sampled. It assisted the researcher in identifying particular attributes of a particular population that was under study. Descriptive research design was appropriate for this study since it applied both quantitative as well as qualitative ways to deal with

viewpoints of employees of Burundi Road agency towards effects of project management skills on the implementation of government-funded projects.

This observation is supported by (Sekaran, 2010) who concurred that descriptive research design give power to a researcher to gather data with sufficient correctness so that the hypothesis can be satisfactory examined. Cresswell (2013), states that research design is broad, extensive as well as exhaustive scheme that is intended to bring together several components of a study in a manner that is rational, cogent as well as sensible.

3.2 Target Population

It is also known as target audience, which refers to a wide group of population that have given or specific features or traits that can be grouped accurately and fittingly to segregate them from whole community or populace. It presupposes the entire category that the individual carrying out the survey concentrated or fixated on (Fowler, 2013). In this way, the units in which the test results must be aggregated define the target population. The study targeted the 229 employees of Burundi Road Agency. The researcher decided to target these employees because they were in position to provide information that would be sufficient, adequate, and therefore representative.

Table 2: Target Population

Categorization	Target Population
General Management and its attached Units	23
Road Fund Directorate, DFR	45
Planning and Studies Directorate, DPE	35
Execution of road Works Directorate, DETR	126
Total	229

Note. This table contains total number of staff in Burundi Road Agency according to human resource records of 2023.

3.3 Sampling Design and Procedure

Brase and Brase (2016) describe sampling techniques as methods used to choose a representative subset from a larger population, allowing for the estimation of the entire population's characteristics.

From a target population of 229 employees, it was imperative to get a minimal number of employees that made it easy for the researcher to concentrate fully and properly on that small group as opposed to a large group of people. It therefore made the work of the researcher efficient, effective as well as reduced errors that might be associated with studying a large group of respondents. The sample that has been selected for this study was derived using the Slovin formulae.

$$n = \frac{N}{1+N(e)^2}$$

Where n = Sample Size N = the total population 1 = constant e = limit of sampling error

$$n = \frac{229}{1+229(0.05)^2} = 146$$

Sample size=146

3.4 Sample and sampling technique

The study used stratified sampling so as to get appropriate and desired representation from various sub groups that have been identified that is road fund department, planning and execution of road works department. Stratified sampling ensures that subjects are selected in a manner that the subgroups that already exist are more or less reproduced in the sample. Road fund department has 29% of the total population while planning department has 23% and execution of road works department has 48% of the

total population. These percentages have been applied to ensure that there is equity when it comes to the number of respondents that took part in the research.

Table 3: Distribution of Respondents Using Proportional Stratified Sampling.

Category	Target Population	Percentage in every department	Sample Size
General Management and its attached Units	23	10%	15
Road Fund Directorate, DFR	45	20%	29
Planning and Studies Directorate, DPE	35	15%	22
Execution of road Works Directorate, DETR	126	55%	80
Total	229	100	146

Note. This table indicates number of staff and the percentages in various departments of Burundi road agency.

3.5 Instruments of Data Collection

Structured questionnaires have been used to get primary data from different departments, while journals, internet and textbooks were used to collect secondary data. Data for the study was collected using a self-administered questionnaire. Prior to distribution, research assistants were thoroughly trained in questionnaire administration. The primary participants were professionals involved in the road fund department and those engaged in the planning and execution of road projects.

3.5.1 Primary data

The investigation applied or utilized organized surveys to collect information from 146 respondents.

3.5.2 Secondary data

The researcher utilized information that has been gathered by other people or information that already exists. This was imperative since it assisted in understanding what other researchers have found out the topic.

3.6 Data Collection Procedure

Obtaining necessary permits or approvals from the top leadership in Burundi road agency to ensure that they are aware of our study and give the necessary approval was the first step. Additionally, there has been a need to get introduction letter from MKU authorities to affirm that researcher is a true student from the institution. It also assisted in quelling fears from the respondents who might have second thoughts about participating in the study especially where data security or privacy is concerned. Each questionnaire was with a letter detailing steps that have been taken to address security issues.

3.7 Pilot Testing

Pilot testing is crucial and important because it assists in identifying equivocalness, assessing the sort of answers given to know whether they help the researcher in getting what he would like to determine (Viechtbauer, et al., (2015). This process is carried before actually doing the main study by involving a limited number of respondents prior to the main study. It is imperative for the researcher to take stock and do the appraisal, assess, experiment and reiteratively ameliorate and refine the research design prior to implementation episode. Also by doing pilot study, the researcher is able to understand in advance some of the challenges that may be experienced during the main survey. The researcher therefore made efforts in addressing those challenges thereby

making the study more effective and efficient. A pilot study was done on 15 respondents that are not in the main sample to analyze the unwavering quality and the legitimacy of the surveys.

3.8 Validity of research instrument

Manion and Morrison, (2013), validity in a given survey is carried out in order to determine as well as establish how correct an instrument measures what it was supposed to purposely examine. It is therefore vital for the researcher to carry out legitimacy test of the instruments that are going to be applied in the study so as to ensure that they will be able to properly quantify what they were supposed to quantify. To get legitimacy questions were coordinated around the particular targets of the examination. Input of individuals or supervisors who were conversant with the topic of the study, was sought and taken into consideration while rectifying or improving research instruments.

3.9 Data Analysis and Presentation

This section provided a comprehensive procedure and course of action that was undertaken to generate responses to the research questions by way of exploration as well as elucidation of data that has been gathered by the researcher. The process commenced by ensuring that the data that was gathered was completely and also thoroughly polished and organized. This was done to ensure that these investigative tools were consistent and effective. Investigative tools were arranged and catalogued. This has been followed by ciphering of data whereby the researcher was able recognize and pick out content that was related or linked throughout the data that were gathered. SPSS package was then applied to analyze quantitative data that were complex from

the survey. After data analysis completed, it was visually presented so that the researcher can demonstrate what to deduce from the findings as well as providing interpretations. Data presentation has been done by applying tables.

3.10 Ethical Consideration

For any heuristic research to be conducted, firstly, the consent is sought from the Mt. Kenya University. Permits were also sought from local administration offices in Bujumbura to ensure that the security of the researcher and the assistants is guaranteed. It was also imperative to seek approval from the top leadership in Burundi Road Agency. Secrecy of the information that was to be provided from various respondents was high on our agenda. Respondents were updated on the usage and application of the data before the survey was done.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter dealt with the analysis of the findings of the survey taking into considerations the objectives of this study. This chapter focused on discussing the analysis and interpretation of the findings guided with the objectives of the study.

4.2 Results of the Pilot Study

The study carried out a pilot test analysis on the influence of project management skills on the performance of government funded projects in Burundi and delved specifically on Burundi Road Agency. Brarudi breweries limited in Burundi to explore and ascertain if the research instrument would elicit and bring out reliable as well as valid information. A pilot study was done on 15 respondents that are not in the main sample to analyze the unwavering quality and the legitimacy of the surveys. The results of the pilot study were analyzed to test both the validity and the reliability of the research instruments.

4.2.1 Reliability Results

The reliability of an instrument informs its ability to produce or give results that are stable and consistent when an instrument is applied several times. The alpha can take any value from zero (no internal consistency) to one (complete internal consistency). According to George and Mallery (2011), the rule of thumb for Cronbach's Alpha values is that " $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $\alpha < .5$ – Unacceptable". The results support findings of Johnson & Turner (2011) who indicated that a scale of 0.7 and above is a clear indication that the reliability is satisfactory.

Table 4: Summary of Cronbach's alpha Reliability Coefficient

Variables	Number of Items	Cronbach's Alpha
Communication skills	4	0.913
Cost management skills	3	0.941
Team management skills	3	0.967
Risk management skills	3	0.928
Implementation of government funded projects	3	0.918

Source: Field Data (2023)

According to the study, to ensure reliability of the survey instruments, Cronbach's Alpha was applied. As indicated in table 8, Communication skills had alpha of 0.913, Cost management skills had 0.941, Team Management skills had 0.967, Risk Management skills had 0.928, Implementation of government-funded projects had alpha of 0.918. This indicates that there is robust internal consistency among measures of variable items.

4.2.2 Validity

Validity is the correctness as well as the consequential meaningfulness within which the deductions, conclusions or inferences of the results in a given study are based and grounded. It is most importantly mean the extent or degree to which the findings that have been deduced from the study correctly represent aspects or phenomenon that is being researched on (Mugenda& Mugenda, 2008). To explore and ascertain the content validity in the research instruments, questions were examined to determine if they can attain or accomplish the objectives that had been stipulated in the study or whether the respondents were able to answer the questions. To ensure that validity of the research instruments is enhanced, the researcher sought professional input from both experts in this field as well from the supervisor of this thesis. Their insight and input were

incorporated upgrade and brush-up the research instrument. The face validity was improved by the exploration and critique. Bless, Higson-Smith and Kagee (2006), observed that face validity is interested with the way the research instrument emerges or appear to the respondents such that a tool may appear to be too simplistic or unsophisticated, too complex or too monotonous or repetitive. These imperfections may affect the ability or willingness of the respondent to complete the research instrument. In the case of construct validity, a five point Likert scale was used. The respondents were given an opportunity to accord their point of views and this enhanced researcher's ability to have an objective gathering of data.

4.3 Response Rate

Response rate is important since having a smaller response rate would lead to a smaller sample size. A smaller sample size will not be adequate to represent the population that a researcher is interested in. It is vital for the researcher to ensure that there is a high response rate to ensure a sample size that is representative. According to Mugenda & Mugenda (2003), a response rate of more than 50% is adequate for analysis. The study target population of Burundi Road agency was 229 permanent employees. The sample population of the study was 146 employees out of which 120 employees fully responded and returning the questionnaires that have been forwarded. This represented a successful response rate of 82%.

Table 5: Response Rate

Response	Frequency	Percentage
Successful	120	82
Unsuccessful	26	18
Total	146	100

Source: Field Data (2023)

4.4 Background information

Cooper and Schindler (2014), noted that background information in a research is important in establishing, developing as well as maintain an acceptable and admissible relationship between the researcher and the respondent. This relationship will assist in enabling the respondent to voluntarily furnish honest and truthful responses to the principal questions of the study. Through the background information the researcher is able to evaluate the capability and the competency of the respondent in providing correct answers as required in the study by the researcher. The researcher collected background information from the respondents, which included details such as gender, age, academic qualifications, work experience, and their roles within the ARB. This data was essential as it helped illuminate the general characteristics of the respondents, with further details presented in the following subsections.

4.4.1 Distribution of Respondents by Gender

Respondents were asked to give information concerning their gender in order to establish whether there is proper gender, representation in the execution of government-funded programs. From the study it was ascertained that 67% of the respondents were male while 33% were female indicating that there is gender disparity in this sector. The results agree with the proposition by Creswell (2010) who observed that it is imperative to ensure that the two genders are sufficiently represented in the study as opposed to a situation where the study is dominated by one gender.

Table 6: Distribution of Respondents by Gender

Response	Frequency	Percentage
Male	81	67
Female	39	31
Total	120	100

Source: Field Data (2023)

4.4.2 Distribution of Respondents by Age

The study sought to establish the age of the respondents. Findings are presented in Table 7 below.

Table 7: Distribution of Respondents by Age

Age Bracket	Frequency	Percentage
Below 25 Years	8	7
26 to 30 Years	24	20
31 to 35 Years	20	17
36 to 40 Years	32	27
41 to 45 Years	19	16
46 to 50 Years	10	8
51-Above Years	7	6
Total	120	100

Source: Field Data (2023)

From the findings of the survey, it was established that most of the respondents were aged between 36-40 representing a percentage of 27%. This was followed by respondents aged between 26-30 years representing a percentage of 20%. The lowest percentage was respondents aged 51 years and above representing a percentage of 6%. It can therefore be determined from the findings that majority of the respondents who are involved in execution of government programs are young people. This therefore is an indication of more young people being involved in development activities, which will ultimately lead to positive contribution of young people in economic development.

4.4.3 Education level of the respondents.

Respondents were required to indicate their highest level of education to determine whether they are able to effectively influence execution of government-funded projects

as well as determining how well respondents understood and interpreted the questionnaires posed. Findings are presented in Table 8 below.

Table 8: Distribution of Respondents by Education Level

Level of Education	Frequency	%
Certificate	14	11.3
Diploma	32	27.3
Graduate	56	46.6
Post Graduate	18	14.7
Total	120	100

Source: Field Data (2023)

By the findings 56 of respondents indicated that they had acquired a bachelor's degree from various universities, which represented a percentage of 46.6%. It was also ascertained that 32 respondents had diploma representing a percentage of 27.3%. 14.7 % of the respondents were also found to have postgraduate qualification whereas 11.3% of the respondents had certificate qualifications. From the findings, it is imperative to note that a huge percentage of the respondents were able to understand the questions and answer them accordingly.

4.4.4 Duration of service

The respondents (employees) were asked to say for how long they are on service in ARB to ascertain the effect of experience on performance of project management. Findings of the study are as presented in table 7.

Table 9: Duration of Service of employees

Duration	Frequency	Percentage
Below 1 Year	6	5
2-5 Years	26	22
6-10 Years	39	33
11- 15 Years	32	27
Above 16 years	17	13
Total	120	100

Source: Field Data (2023)

It can be deduced from the analysis that a large percentage of the staff in Burundi Road Agency had over six years of service representing a percentage of 33%. The study also indicated that 27% had 11-15 years of service at the agency, whereas 22% of respondents had 2-5 years of experience. Below one year of service was represented by 5 % of the respondents. The findings therefore indicated that a bigger percentage of employees that is about 60% had worked in the Agency between 6-15 years indicating that they have the skills, experience and information on project management that assists them in efficiently and effectively executing their mandates.

4.5 Communication skills and implementation of government-funded projects

The aim of the researcher was to determine the effect of communication skills on successful execution as well as performance of government-funded projects and programs. The findings are presented as shown in the tables below;

Table 10: Communication skills and implementation of government funded projects

Statements	5	4	3	2	1	Mean	SD
There is a clear and defined process for disseminating information to other team members.	39%	44%	6%	7%	4%	4.07	.508
Effective communication with the project team	40%	38%	13%	4%	5%	4.04	.506
My Project Leader communicates effectively with clarity to the team	25%	35%	20%	15%	5%	3.6	.849
Managers share knowledge on strategies with the rest of the teams so that implementation activities can be carried out effectively and efficiently.	30%	33%	27%	5%	5%	3.78	.724
ARB constantly communicates with project team and updates them with project information.	38%	33%	19%	4%	6%	3.93	.602
There is open sharing of information which is indicated by the willingness of project team to share important information.	25%	37%	19%	12%	7%	3.61	.822

Source: Field Data (2023)

By these findings majority of the respondents concurred that communication between various stakeholders and departments is vital for the successful execution of government-funded projects. These findings are further supported by Tsiga, Emes and Smith (2016) provided in their study that effective communication within a project team

is part of a crucial and important factors for a project to succeed and project managers should take initiative to ensure that there are effective and efficient communication channels. The findings from table 9 majority of the respondents agreed that there is a clear and defined process for disseminating information to other team members with 83% (Mean=4.07). There was also a strong consensus on the statement that there is effective communication with the project team with 78% (Mean=4.04) of the respondents supporting the statement. 63% Majority of the respondents represented by 63% (Mean=3.78) agreed that managers effectively share knowledge and strategies with other members of the team. 78% Majority also concurred that effectiveness has been enhanced in communication within the team and this is represented by 78% (Mean=3.93). 62% (Mean=3.61) also supported the view that there is an open sharing information platform that is used in sharing crucial and vital information within the team members. The standard deviation from the study ranged between .506 and .849 indicating that the differences in responses was not significant and many respondents have same viewpoints regarding the topic of the study. These findings concur with the findings of Hysa and Spalek, (2019) who observed that communications skills are a fundamental component for the successful completion of projects. Quality and sufficient communication channels should be established in order to promote successful execution of the project. Additionally, the study observed that proper communication is experienced when members of the project team have ample time to communicate or exchange ideas both formally as well as informally.

4.6 Cost management skills and implementation of government-funded projects.

The aim of the researcher was to determine the effect of cost management skills on successful execution as well as performance of government-funded projects and programs. The findings are presented as shown in the tables below;

Table 11: Cost management skills and implementation of government-funded projects

Statements	5	4	3	2	1	Mean	SD
Employees of Burundi Road agency have cost management skills necessary in ensuring proper implementation of projects.	37%	31%	17%	7%	8%	3.82	.991
Every task that is undertaken by Burundi road agency is sufficiently budgeted for.	27%	32%	16%	11%	14%	3.47	.872
The project cost reviews are conducted regularly	36%	41%	10%	9%	4%	3.96	.614
Poor cost management influences project implementation of government-funded projects.	43%	41%	9%	5%	2%	4.18	.775
A complete cost schedule is in place together with a comprehensive plan of the project.	25%	27%	26%	12%	10%	3.45	.891
Accurate cost estimation techniques reduce cost overrun	43%	41%	11%	3%	2%	3.91	.692
Any updates or changes that may happen to the project are promptly undertaken and communicated to relevant departments.	28%	32%	22%	11%	7%	3.62	.781
Daily cost monitoring reduced to cost overrun	42%	44%	8%	3%	3%	4.19	.784

Source: Field Data (2023)

From the findings, respondents concurred employees of the agency have adequate and sufficient skills that are necessary to execute government projects in the agency. This is

represented by a percentage of 68% (Mean-3.82). There was also a consensus on whether every task that is undertaken by Burundi road agency is sufficiently budgeted for and a slight majority agreed with 52% (Mean-3.45). The findings are reinforced by the views of (Mintzer, 2002) who indicated that cost management is one the most vital components in project management skills that needs a lot of attention because failure to do so would lead to the project failure. Lack of prudent cost management in a project can affect the final product result either by failing to perform as required by the project sponsors or total cancellation.

From the findings majority of the respondents represented by 77% (Mean-3.96) concurred that the project costs reviews are conducted regularly. Majority of the respondents agreed that poor cost management influences project implementation of government-funded projects with a mean of 4.18. The researcher also wanted to know whether the projects that are undertaken by the agency are completely funded. There was a slight agreement on this statement whereby 42% (Mean-3.45) agreed completely that these projects are adequately funded. Some indicated that there are delays in releasing funds that are necessary for completion of these projects causing some delays in. However, there is a slight agreement of 52% (3.62) on whether there is a complete cost schedule that has been put in place together with a comprehensive plan of the project. 60% of the respondents concurred that in case of any updates or changes that may happen to the project are promptly undertaken and communicated to relevant departments. Most of the respondents that are represented by 86% (4.19) agreed that daily cost monitoring is vital and key in reducing cost overrun. The findings are reinforced by John (2007) who observed that having few resources at a given project will slow down the progress of that project meaning that it will never be completed on time while applying so much resources will lead to crowding which will eventually

lead to wastefulness, inefficiency and low productivity. Therefore, there is need to enhance effectiveness and efficiency in resource allocation in different phases of project implementation so as to ensure project performance is enhanced.

4.7 Team Management skills and implementation of government-funded projects

The aim of the researcher was to determine the effect of Team management skills on successful execution as well as performance of government-funded projects and programs. The findings are presented as shown in the tables below;

Table 12: Team management skills and implementation of government-funded projects

Statements	5	4	3	2	1	Mean	SD
The project team is properly trained and briefed on the requirements and suppositions prior to the project commencement.	22%	23%	28%	17%	10%	3.3	.899
The team responsible for the program is adequately remunerated which is always done on time.	18%	21%	22%	24%	15%	3.03	.679
There is a clear and well defined channels of communication which are duly adhered to while passing information to project team.	35%	33%	15%	10%	7%	3.79	.742
Project managers have interpersonal skills that are required for optimum management of the project team.	33%	38%	20%	6%	3%	3.92	.699
The Burundi Road Agency team is highly motivated.	28%	27%	21%	11%	13%	3.33	.992

Source: Field Data (2023)

From the findings, respondents agreed slightly that the team is properly trained and sufficiently updated on the project requirements and procedures before project are commenced with a percentage of 45% (Mean -3.3). 28% The findings also agreed moderately represented by 28% that the team is adequately updated on the project requirements. Respondents also agreed slightly that the project is adequately remunerated with a percentage of 39% (mean-3.03). These findings concurred with Darrington (2010) who observed that inherently workers are highly motivated by monetary benefits or incentives which are important factors in project execution success. This indicate therefore that there is a substantial number of employees who do not agree with the level of remuneration at Burundi Road Agency. However, most of the respondents agreed that there are communications channels that are clear and well defined with a percentage of 68% (Mean-3.79). The study is in agreement with ALGA (2010) who empirically reinforced that a robust as well as committed leadership especially at the top in an organization is necessary and indispensable to the success of project execution. Majority of the respondents representing 71% (Mean-3.92) agreed that project managers have requisite interpersonal skills that are necessary for proper management of the project. Respondents also slightly concurred that the team is highly motivated and this is represented with a percentage of 55% (Mean-3.03). According to Lusesi, (2018) team management has a positive impact or influence on the implementation of the project.

4.8 Risk Management skills and implementation of government-funded projects.

The aim of the researcher was to determine the effect of risk management skills on successful execution as well as performance of government-funded projects and programs. The findings are presented as shown in the tables below;

Table 13: Risk management skills and implementation of government-funded projects

Statements	5	4	3	2	1	Mean	SD
Risk management skills affect implementation of government-funded projects.	33%	34%	16%	10%	7%	3.76	1.13
As a manager I have put in place checklist to identify risks for the road projects being undertaken	31%	32%	18%	16%	3%	3.72	.991
Historical information is more often than not used in developing new and updated risk identification checklists.	40%	30%	20%	8%	2%	3.98	1.35
Sufficient planned risk responses are always in place to reduce risks and threats that may affect project implementation.	23%	17%	30%	20%	10%	3.23	1.28
Key as well as crucial stakeholders are promptly informed when a risk that may negatively affect the project is noted and realized.	21%	22%	29%	19%	9%	3.27	.791
Risk likelihood or possibility and evaluation of impacts are carried out for road projects by Burundi Road Agency	19%	30%	31%	12%	8%	3.4	1.26
There is periodic and timely auditing of road projects	33%	20%	22%	13%	12%	3.49	.890

Source: Field Data (2023)

From descriptive results in Table 12 above, 16% moderately concurred that Risk management skills affect implementation of government funded projects. 34% of the respondents approved while 33% percent robustly approved. These findings were supported by Nyaguthii and Oyugi (2013) who established that risk management skills are an important kit that influences project execution and performance. 18% of the respondents moderately concurred that managers have put in place checklist to identify risks for the road projects being undertaken, 32% strongly agreed while 31% very strongly agreed with the statement. 20% of the respondents supported moderately the view that historical information is more often than not used in developing new and

updated risk identification checklists, 30% approved while 40% robustly agreed with this statement. 30% of respondents concurred that there is sufficient planned risk responses and measures put in place to reduce risks and threats that may affect project implementation, 17% approved while 23% robustly approved that view. 29% of the respondents supported moderately that crucial stakeholders are promptly informed when a risk that may negatively affect the project is noted and realized, 22% approved that view while 21% strongly supported that view. 31% of the respondents moderately supported the view that risk likelihood or possibility and evaluation of impacts are carried out for road projects by Burundi Road Agency, 30% supported while 19% strongly supported that view. 22% of respondents moderately supported the statement that there is periodic and timely auditing of road projects, 20% supported while 33% strongly supported.

4.9 Diagnostic Tests

The study carried out tests to ascertain whether the data from the study satisfied assumptions for regression analysis before calculating multiple regression analysis. The assumptions that were analyzed included linear relationship, multivariate normality and no or little multicollinearity

4.9.1 Normality Test

The research utilized the Shapiro-Wilk test to assess normality. The null hypothesis for this test posits that the population being studied follows a normal distribution. When the alpha value is exceeded by the p-value, the null hypothesis is rejected in favor of the alternative hypothesis, which suggests that the data do not deviate significantly from normal distribution. According to the results presented in Table 4.12, the p-values for all four variables—communication skills, team management skills, cost

management skills, and risk management skills in government-funded projects—exceeded 0.05. This indicates a rejection of the null hypothesis, leading to the conclusion that the data is normally distributed.

Table 14: Shapiro-Wilk Test of Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Project Performance	.792	145	.096
Communication Skills	.834	145	.137
Team Management skills	.899	145	.087
Cost Management Skills	.922	145	.161
Risk Management skills	.902	145	.092

Source: Field Data (2023)

4.9.2 Linearity Test

In this study, the Analysis of Variance (ANOVA) was employed to assess linearity between variables. A commonly used guideline is that significant non-linearity is indicated if the p-value for the non-linear term is above 0.05. Conversely, a p-value below 0.05 suggests a linear dependence between the independent and dependent variables. The results showed an F-statistic of 22.433 with a p-value of 0.000, confirming a linear relationship between the variables.

Table 15: ANOVA for Regression Analysis

Model	Sum of Squares	df	Mean Square	F	F Sig.
Regression	183.020	1	26.344	23.592	.000 ^b
1 Residual	236.431	145	1.725		
Total	422.722	146			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Communication skills, Team Management skills, Risk Management skills, cost management skills,

Source: Field Data (2023)

4.9.3 Multicollinearity

The study test multicollinearity using Variance Inflation Factor (VIF). Multicollinearity is experienced where two or more predictor variables have high degree or levels of correlation and this therefore makes it difficult to segregate or isolate the effects or influence of the aggregates (Garson, 2012). To test multicollinearity, the study espoused a VIF threshold of 5. Therefore, if VIF is less 5 than, then that is an indication that the set of data is devoid of multicollinearity while large than 5 VIF indicated that there is presence of multicollinearity. From the findings in Table 4.14 there is absence of multicollinearity since all the variables had a VIF of less than 5 and this means that all the variables can be used in the regression analysis.

Table 16: Multicollinearity Test Statistics

Variables	Collinearity	
	Statistics	
	Tolerance	VIF
Project Performance	.756	1.214
Communication Skills	.733	1.632
Team Management Skills	.602	2.145
Cost Management Skills	.673	1.566
Risk Management Skills	.556	1.442

Source: Field Data (2023)

4.10 Regression Analysis

Regression analysis was carried out in order to ascertain the nexus between communication skills, team management skills, cost management skills and risk management skills and effective performance of government-funded projects as it is in Table 13 below.

Table 17: Regression Analysis

Model	Unstandardized Coefficient		Standardized Coefficient		sig
	B	Std. Error	Beta	t	
Constant	1.357	.292		5.334	.001
Communication Skills Practice X1	.329	.681	.388	2.369	.021
Cost management skills Practice X2	.731	.772	.466	8.444	.023
Team Management Practice X3	.268	.653	.238	4.392	.033
Risk Management X4	.492	.224	.342	3.661	.036

Source: Field Data (2023)

Referring to the analysis, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 1.357 + 0.329X_1 + 0.731X_2 + 0.268X_3 + 0.492X_4$. According to the

regression analysis results, when the four variables (communication skills, cost management skills, team Management skills and risk Management skills) were at constant zero performance of the project was 1.357. The findings also concurred that taking all other independent at zero, a unit increase in communication skills led to 0.329 effectiveness in the performance of government-funded projects. Additionally, an increase in cost management skills led to 0.731 effectiveness in the performance of government-funded projects. Increase in team management skills led to 0.268 enhancements in the effectiveness in performance of government-funded projects. Ultimately increase in risk management skills led to 0.492 increase in effectiveness in performance of government funded projects. From the analysis also it was ascertained that at 5% level of significance and 95% level of confidence, communication skills had a beta value of 0.021, at 5% level of significance cost management skills had a beta value of 0.023, at the same 5% level of significance, team management skills produced a beta value of 0.033, at 5% level of significance risk management skills had a beta value of 0.036 at the same level of significance. Therefore, from the findings all the four variables of the study were significant ($p < 0.05$) with cost management skills being the most significant while team management skills being least significant. The study therefore concluded that all the variables of the study had an influence on the performance of the government-funded projects.

4.10.1 Regression analysis of communication skills and performance of government-funded project in Burundi

Regression analysis was carried out to ascertain if there was a relationship between communication skills and the performance of government-funded projects in Burundi. Table 14 shows a model summary of communication skills and performance of government funded projects in Burundi. The R² of model was ascertained to be 0.799

thereby indicating that 79.9% of the variations of government-funded projects were brought about by effective communication skills. The difference of about 20.1% were brought about by factors that were not premeditated in this model and therefore symbolized by the error term. The findings therefore indicated that there is a robust connection between performance of government funded projects and effective communication skills. Therefore, enhancement of communication skills will have a positive impact on the performance of government-funded projects in Burundi.

Table 18: Regression Analysis for Communication skills and Performance for Government-funded projects in Burundi.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 ^a	.812	.799	.19336

a. Predictors: (Constant), Communication skills in performance of government projects

4.10.2 Regression analysis of cost management skills and performance of government-funded projects in Burundi.

Regression analysis was carried out to ascertain if there was a relationship between cost management skills and the performance of government funded projects in Burundi. Table 15 shows a model summary of cost management skills and performance of government funded projects in Burundi. The R² of model was ascertained to be 0.713 thereby indicating that 71.3% of the variations of government-funded projects were brought about by proper cost management skills. The difference of about 28.7% was brought about by factors that were not premeditated in this model and therefore symbolized by the error term. The findings therefore indicated that there is a robust connection between performances of government funded projects and proper cost

management skills. Therefore, enhancement of cost management skills will have a positive impact on the performance of government-funded projects in Burundi

Table 19: Regression Analysis for cost management skills and Performance of government-funded projects in Burundi

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.729	.713	.12229

a. Predictors: (Constant), Cost management skills in performance of government projects

4.10.3 Regression analysis of risk management skills and performance of government-funded projects in Burundi.

Regression analysis was carried out to ascertain if there was a relationship between risk management skills and the performance of government funded projects in Burundi. Table 16 shows a model summary of risk management skills and performance of government funded projects in Burundi. The R² of model was ascertained to be 0.704 thereby indicating that 70.4% of the variations of government-funded projects were brought about by proper risk management skills. The difference of about 29.7% were brought about by factors that were not premeditated in this model and therefore symbolized by the error term. The findings therefore indicated that there is a robust connection between the performance of government funded projects and proper risk management skills. Therefore, enhancement of risk management skills will have a positive impact on the performance of government-funded projects in Burundi.

Table 20: Regression Analysis for risk management skills and Performance of government funded projects in Burundi

Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate
1	.836 ^a	.729	.704	.24471

a. Predictors: (Constant), Risk management skills in performance of government projects

4.10.4 Regression analysis of team management skills and performance of government-funded projects in Burundi.

Regression analysis was carried out to ascertain if there was a relationship between team management skills and the performance of government funded projects in Burundi. Table 17 shows a model summary of team management skills and performance of government funded projects in Burundi. The R² of model was ascertained to be 0.625 thereby indicating that 62.5% of the variations of government-funded projects were brought about by proper risk management skills. The difference of about 37.5% were brought about by factors that were not premeditated in this model and therefore symbolized by the error term. The findings therefore indicated that there is a connection between the performances of government funded projects and proper team management skills. Therefore, enhancement of team management skills will have a positive impact on the performance of government-funded projects in Burundi.

Table 21: Regression Analysis for team management skills and Performance of government-funded projects in Burundi.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.695	.625	.48468

a. Predictors: (Constant), team management skills in performance of government projects

4.11 Correlation Results for Government funded projects.

Correlation analysis was carried using Pearson correlation coefficient out to establish if there was any major relationship that existed between independent variables and dependent variable. These independent variables include Communication skills, cost management skills, risk management skills and team management skills as well as dependent variable that is effective performance of government funded projects.

Table 22: Test of Multi-collinearity of Independent Variables

Variables	Test	Communication	Cost Management	Team Management	Risk Management
Communication	Pearson Correlation	1	0.570**	0.340**	0.590**
	Sig. (2-tailed)		.000	.000	.000
Cost Management	N	229	229	229	229
	Pearson Correlation	0.570**	1	.196*	.282
	Sig. (2-tailed)	.000		.000	.011
	N	229	229	229	229
Team management	Pearson Correlation	.340**	.169*	1	.234
	Sig. (2-tailed)	.000	.000		.000
Risk Management	N	229	229	229	229
	Pearson Correlation	.590**	.244	.216	1
	Sig. (2-tailed)	.000	.000	.000	
	N	229	229	229	229

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

* . Correlation is significant at the 0.05 level (2-tailed)

Correlation analysis was carried out to ascertain if the variables were connected with each other. From the findings the variables were related significantly to each other. From the study, communication skills in performance of government funded projects had an emphatic and was statistically significant correlated to cost management skills ($r = 0.570$, $p < 0.01$); Team management ($r = 0.340$, $p < 0.01$); Risk management had an emphatic and significant correlation to communication Practice ($r = 0.590$, $p < 0.01$). From the Table 18, the correlation among the variables was determined to be less than $r < 0.6$ and hence the problems of multi-collinearity were reduced. A common rule of

thumb is that correlations among the independent variables should be less than 0.70 to remove the difficulties in regression analysis (Lind et al., 2011).



CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the key findings and draws conclusions based on the data. It also offers recommendations for managerial actions and identifies potential topics for further research.

5.2 Summary of Findings of the study

The main objective of the study was to examine influence of project management skills on the performance of government-funded projects within Burundi Road Agency. The first specific objective was to explore to what extent communication skills affect execution of government-funded projects within Burundi road agency. From the findings, we found that communication is important for successful implementation of the projects. Organizations therefore should have a clear and defined process for disseminating information to other team members. Therefore, managers should strive to share knowledge on strategies with the rest of the teams so that implementation activities can be carried out effectively and efficiently. This should be done by ensuring that there is constant communication with project team and updates them with project information. The study further has indicated that cost management skills are important and vital in ensuring that execution of government projects is completed successful. The onus therefore is on the institutions to ensure that employees have necessary skills in cost management. Majority of the respondents representing 84% concurred that poor cost management influences negatively performance of government-funded projects. 29% moderately supported the view that crucial stakeholders are promptly informed when a risk that may negatively affect the project is noted and realized. Risk Management skills affects execution of government-funded

projects within Burundi Road Agency. It is therefore important for institutions to ensure that adequate risk management processes are in place. In this case, sufficient planned risk responses should always be in place to reduce risks and threats that may affect project implementation. Lastly, respondents indicated that team Management skills affects execution of government funded projects within Burundi road agency. The project team should be properly trained and briefed on the requirements and suppositions prior to the project commencement to enhance effectiveness and efficiency during its execution. This should be done by ensuring that there is a clear and well defined channels of communication which are duly adhered to while passing information to project team.

5.3 Conclusions

From the findings of the study, it can therefore be deduced that communication skills, team management skills, risk management and cost management skills are key and vital in successful completion of government-funded projects. Institutions should provide or facilitate employees to acquire these skills especially where they are lacking.

5.4 Recommendations

The following were the recommendations of the study:

The study recommends that project team should enhance and improve their communication channels as well as ensuring that there is constant communication with among the team members and updates them on project information.

Adequate and sufficient funding should always be availed to the project, as this will facilitate effective implementation as well as execution of the project. Also complete and comprehensive cost schedule should always be in place together with a comprehensive plan of the project.

There is need for the preparation of sufficient planned risk responses plan to ensure that risks and threats are minimized to reduce negative effects when they occur. This should be communicated to all team members to make them aware and therefore own the project. This should include periodic and timely auditing of road projects.

In addition, the study establishes that there is need for the ARB to hire staffs that have necessary skills, experience and qualification in project execution. Those who are already employed at the Agency should be trained to make them efficient and effectives.

There is need to motivate employees of ARB to improve their productivity and performance. This can be done by improving their welfare and their employment contracts.

5.5 Suggestions for further Research

The research was conducted at the Burundi Road Agency in Bujumbura, examining the factors that affect the performance and management of government-funded projects. It is recommended that future research investigates the challenges encountered in the execution of donor-funded projects in Burundi, an area not covered by this study.

5.6 Contribution to the Body of Knowledge

This research adds to the existing knowledge by providing a more detailed understanding of the factors that influence project implementation across different sectors. It has determined that risk management, communication skills, team management, and cost management are crucial for the effective execution of government projects.

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APPENDICES

Appendix I: Questionnaire

I am currently undertaking a Master's degree at Mt. Kenya University doing a survey on influence of project management skills on performance of government funded projects in Burundi: a case of Burundi road agency. The main purpose of this investigative tool is to assist the researcher in gathering data that will ultimately help in comprehensively answering our research questions. I will therefore appreciate your efforts as well as time in taking part in this exercise. Feel free and provide answers that are truthful.

NB: Please note that the information that will be filled in this investigating tool will be applied only for the purposes that it was intended for. Therefore, your identity and the information that you will judiciously provide will not be disclosed to anyone.

Section A: Personal Data

(Instruction -Tick where appropriate)

1. What is your gender

Male

Female

2. Level of education

Certificate

Diploma

Graduate

Post Graduate

3. What is your age bracket?

Below 25 years

26- 30 years

31 -35 years

36 - 40

41-45

46-50

51- Above

4. **What is your designation?** -----

5. **How long have you worked in the department?**

- Below 1 year
- 2- 5 years
- 6-10years
- 11-15years
- Above 16 years

PART B: Communication skills and implementation of government funded projects

6. The following statements are concerned with risk management on implementation of government funded projects in ARB. Kindly stroke (√) just on a single figure that to a very huge degree echo your assessment or impression on the subsequent statements. {1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)}

Statements	1	2	3	4	5
There is a clear and defined process for disseminating information to other team members.					
Effective communication with the project team					
My Project Leader communicates effectively with clarity to the team					
Managers share knowledge on strategies with the rest of the teams so that implementation activities can be carried out effectively and efficiently.					
ARB constantly communicates with project team and updates them with project information.					
There is open sharing of information which is indicated by the willingness of project team to share important information.					

7. What degree do communication administration competences affect implementation of road projects?

- a) Exceedingly high magnitude []
- b) Considerable magnitude []
- c) Moderate magnitude []
- d) Low magnitude []
- e) Not the slightest bit []

8. What are some of the communication skills does Burundi Road agency lack?

PART C: Cost management skills and implementation of government funded projects.

9. The following statements are concerned with Cost management skills on execution of government funded programs in ARB. Kindly stroke (√) just on a single figure that to a very huge degree echo your assessment or impression on the subsequent statements: {1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)}

Statements	1	2	3	4	5
Employees of Burundi Road agency have cost management skills necessary in ensuring proper implementation of projects.					
Every task that is undertaken by Burundi road agency is sufficiently budgeted for.					
The project cost reviews are conducted regularly					
Poor cost management influences project implementation of government funded projects?					
A complete cost schedule is in place together with a comprehensive plans of the project.					
Accurate cost estimation techniques reduce cost overrun					
Any updates or changes that may happen to the project are promptly undertaken and communicated to relevant departments.					
Daily cost monitoring reduced to cost overrun					

10. To what degree do cost management administration competencies affect implementation of road project?

a) Exceedingly high magnitude []

b) Considerable magnitude []

c) Moderate magnitude []

d) Low magnitude []

e) Not the slightest bit []

11. What are some of the cost administration competencies does Burundi Road agency lack?

PART D: Team Management skills and implementation of government funded projects

12. The following statements are concerned with risk analysis or preparedness on execution of government funded programs in ARB. Kindly stroke (√) just on a single figure that to a very huge degree echo your assessment or impression on the subsequent statements: { 1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA) }

Statements	1	2	3	4	5
The project team is properly trained and briefed on the requirements and suppositions prior to the project commencement.					
The team responsible for the program is adequately remunerated which is always done on time.					
There is a clear and well defined channels of communication which are duly adhered to while passing information to project team.					
Project managers have interpersonal skills that are required for optimum management of the project team.					
The Burundi Road Agency team is highly motivated.					

13. In your own view, to which degree do you feel that team management skills affect execution of road project?

a) Exceedingly high magnitude []

b) Considerable magnitude []

c) Moderate magnitude []

d) Low magnitude []

e) Not the slightest bit []

14. What team administration competencies do you feel that Burundi Road agency lack?

PART E: Risk Management skills and implementation of government funded projects.

15. The following statements are concerned with risk management on execution of government funded programs in ARB. Kindly stroke (√) just on a single figure that to a very huge degree echo your assessment or impression on the subsequent statements. {1 = Completely Disapprove (CD), 2 = Disapprove (D), 3 = Moderate (N), 4 = Approve (A), 5 = Robustly Approve (RA)}

Statements	1	2	3	4	5
Risk management skills affect implementation of government funded projects.					
As a manager I have put in place checklist to identify risks for the road projects being undertaken					
Historical information is more often than not used in developing new and updated risk identification checklists.					
Sufficient planned risk responses are always in place to reduce risks and threats that may affect project implementation.					

Key as well as crucial stakeholders are promptly informed when a risk that may negatively affect the project is noted and realized.					
Risk likelihood or possibility and evaluation of impacts are carried out for road projects by Burundi Road Agency					
There is periodic and timely auditing of road projects					
Proper communication channels have been designed and implemented whereby regular meetings between various stakeholders are done to ensure potential risks are noted on time and addressed.					

16. Looking carefully to what degree do you think that risk administration skills affect implementation of road project.

a) Exceedingly high magnitude []

b) Considerable magnitude []

c) Moderate magnitude []

d) Low magnitude []

e) Not the slightest bit []

17. What are specific risk administration dexterity and competence does Burundi Road agency lack?

Part F: Project Implementation.

18. What are some of the propositions that in your own view should be executed to enhance execution and productivity of various programs?

Thank you for your co-operation

Appendix II: Research Letter

Jacques NIMUBONA

Mount Kenya University

Tel: +257 79 470 729

E-mail: jacknim86@gmail.com

To the General Director of Burundi Road Agency (ARB)

To BUJUMBURA.

RE: Research introduction Letter

29-May-2023

Dear Sir,

I am a postgraduate student studying at Mount Kenya University in School of Business and Economics, Department of Management, Master of Science in Project Planning and Management.

Currently, I am carrying out an academic research on the theme: “**INFLUENCE OF PROJECT MANAGEMENT SKILLS ON PERFORMANCE OF GOVERNMENT FUNDED PROJECTS IN BURUNDI: A CASE OF BURUNDI ROAD AGENCY (ARB).**”

For this reason, I humbly ask for your permission to gather information so that I may finish my project report. There won't be any disruptions to institution operations during the two weeks when the data gathering procedure will take place.

All of the replies will be kept completely secret and used exclusively for academic reasons.

Thank you.

Yours faithfully



Jacques NIMUBONA

Student at Mount Kenya University

Appendix III : Consent Letter

Dear Participant,

I invite you to participate in a research study entitled “**INFLUENCE OF PROJECT MANAGEMENT SKILLS ON PERFORMANCE OF GOVERNMENT FUNDED PROJECTS IN BURUNDI: A CASE OF BURUNDI ROAD AGENCY.**”

I'm writing my master's project right now as a student at Mount Kenya University's Master of Project Planning and Management program. The goal of the study is to ascertain how project management abilities affect the effectiveness of government-funded initiatives in Burundi. The purpose of the attached questionnaire is to gather data about the ways in which project management abilities impact the outcomes of government-funded initiatives in Burundi.

You voluntarily choose to take part in this research experiment. You have the option to refuse completely or to not respond to any questions at all. Participation has no known dangers beyond what one would experience on a daily basis. Your answers will be kept private and anonymous. The research's data will be kept confidential and published solely as the sum of all the data. Your unique responses to this questionnaire will remain confidential, only known to the researchers. You will not directly profit from taking part in this study. Talking about the research's challenges, however, could be fascinating for you and the field as well as helpful for others in the future who might have similar worries. Please provide the most accurate response you can to the questionnaire if you accept to take part in this experiment. It ought to be finished in about two weeks. Kindly ensure that the questionnaire is returned as soon as possible so that I may finish the project report.

To inquire about your rights as a study participant, please contact the Chairman of the Ethical Review Committee at Mount Kenya University, P.O. Box 342-01000 Thika.

I appreciate your help with this crucial project.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.


Participant's signature _____ Date _____

Investigator's signature:

Date: 29-May-2023



Appendix IV: ERC Letter



Mount Kenya University

REF: MKU/ISERC/2870
TO: JACQUES NIMUBONA

Date: 05 July 2023

REG: MSCPM/2021/43271

Dear Sir/Madam,

RE: INFLUENCE OF PROJECT MANAGEMENT SKILLS ON PERFORMANCE OF GOVERNMENT FUNDED PROJECTS IN BURUNDI: A CASE OF BURUNDI ROAD AGENCY.

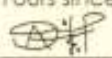
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **1914**. The approval period is **05/07/2023 - 04/07/2024**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to comply with any additional requirements from the relevant authorities in the country where this study will be conducted.

Yours sincerely,




The Chairman
Mount Kenya University
Ethics Review Comm.
P.O. Box 342 - 01000, Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000

Appendix V: Introduction Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MSCPM/2021/43271

17th July, 2023

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/ Madam,


RE: JACQUES NIMUBONA- REGISTRATION NO. MSCPM/2021/43271


The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Planning and Management** in the Department of **Management** in the school of **Business and Economics**

The title of the research is **“Influence of Project Management Skills on Performance of Government Funded Projects in Burundi: A Case of Burundi Road Agency.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **July, 2023 and September, 2023.**

Any assistance accorded to the student will be highly appreciated.

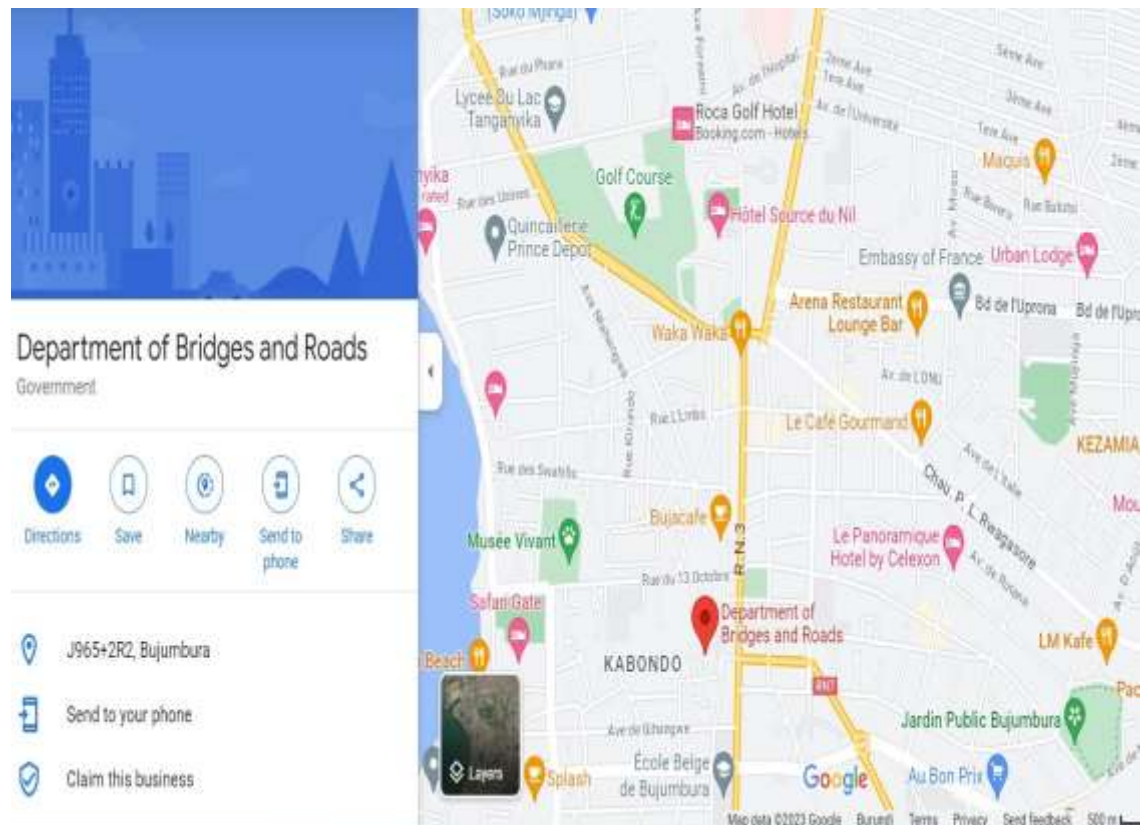
Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.


Mount Kenya University
P.O. Box 342-01000, THIKA
Office of the Director
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2678 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix VI: Map Of The Location Of The Study



Source: Google Map

<https://www.google.com/maps/place/Department+of+Bridges+and+Roads/@3.3825333,29.3545876,15z/data=!4m6!3m5!1s0x19c1833d2c000001:0x31d31c835fe9b137!8m2!3d-3.3899847!4d29.3595153!16s%2Fg%2F11sscsb28w?entry=ttu>

Note. Actual Burundi Road Agency (ARB), Google set the map while it was the Department of Bridges and Roads.

**INFLUENCE OF PROJECT
MANAGEMENT SKILLS ON
PERFORMANCE OF
GOVERNMENT FUNDED
PROJECTS IN BURUNDI: A CASE
OF BURUNDI ROAD AGENCY**

by JACQUES NIMUBONA

Submission date: 01-May-2024 05:49AM (UTC+0300)

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