

**THE PROJECT MANAGER'S SKILLS AND PROJECT PERFORMANCE IN
RWANDA
A CASE STUDY OF GRAIN BULKING CENTER PROJECT OF ENAS LTD – KIREHE
DISTRICT**

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ABSTRACT

This study was to investigate the role of project manager's skills on project performance in Kirehe district Rwanda. The study was guided by the following objectives, To examine the relationship between managers' skills in project cost management, project financial performance, To examine the quality of KGB project planning processes to predict project schedule performance at ENAS LTD, to examine the influence of project time management skills put in place by project managers to ensure project time performance. Project managers' skills and project financial performance, Financial performances can be measured in two ways, project margins or profits, and costs. A discussion with industry experts revealed that actual project performance depends on numerous factors beyond the control of the project management. Project planning processes and project schedule performance. The full project team creates a timeline, a detailed list of tasks and the order in which the tasks occur. In a project performance scenario, where good client feedback may mean further projects with the same client or renewal of project performance contracts, client satisfaction is extremely crucial. Project managers' skills and project time performance, In addition to managing project scope, we have to manage our project schedule; that is when the work is expected to be completed. Scheduling looks at how much time is available and allocates this time to the work.

The study was conducted using a cross-sectional survey research design because it was to study a representative sample from the population. Stratified sampling technique was used because representatives from each subgroup within the population needed to be represented in the sample. On the basis of findings, the researcher observed that there is a positive and significant relationship between costing skills and financial performance. This implied that existence of costing skills at ENAS Ltd results into improved financial performance and lack of costing skills results into poor financial performance. The general results indicate that there was a significant positive relationship between project planning skills and project schedule performance. Further results indicated that the results showed that there is a positive and significant relationship between time management skills and clients satisfaction. The general results indicated that there was a significant positive relationship between project planning skills and project schedule performance, client satisfaction, financial performance and project performance.

The following recommendations are drawn directly from the set study objectives, findings and in accordance with the conclusions thereof, there is need to improve on managers skills at ENAS in general costing skills in particular. A mentoring program is also strongly recommended for newly appointed and underperforming serving project managers. This will contribute to the proper maintenance and production of financial reports and would go a long way to improving financial performance. Also ENAS Ltd should pay more attention to costing skills for example budgetary control systems, while those without any should endeavor to ensure the set-up of a result-oriented system as it goes a long way in repositioning the company from their creeping performance level

to an improved and high capacity utilization point. ENAS should define processes, systems and procedures for skill management practices that define talent identification and further define the required competencies to the different job levels in the organization.