

Implementation Factors Affecting Performance of Persons with Disabilities Empowerment Projects in Rwanda: A Case Study of Quick Win Project

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Abstract: Generally, the study aimed at assessing the implementation factors affecting performance of persons with disabilities empowerment projects in Rwanda. The study used descriptive research design. The population of this study comprised of 84 members supported by Quick Win project. Data collection was done by requesting permission to the respondent to participate in the survey. The data were collected directly from the respondents by use of questionnaires. This study was descriptive and summarized the characteristics of the respondents; the descriptive statistics involved the use of mean, frequency, percentages and standard deviation about the variables of the study. Since the findings revealed that resources adequacy has positive and strong correlation to the performance of quick Win Project thereafter researcher concluded that there is a statistically significant relationship between resources adequacy and performance of Quick Win Project. The researcher further concluded a significant and positive relationship between detailed project plan and performance of quick win project. By considering the level of significance which is 0.05, the study concluded that detailed project plan has a significant effect on the performance of Quick Win Project because their p-value (0.003) is statistically significant at 5% level of significance hence a high correlation between detailed project plan and performance of Quick Win Project. The researcher concluded a significant relationship between stakeholders' participation and performance of quick win project as the correlation between stakeholders' participation and performance of quick win project was at the rate of 0.861 meaning that stakeholder' participation influence performance of quick win project at the level of 86, 1%. By between stakeholder' participation and performance of quick win project because their p-value (0.016) is statistically significant at 5% level of significance. The researcher recommended the project funders and managers to raise and mobilize enough project resources to ensure the performance of their projects. The researcher recommended to the project team to clearly establish the breakdown structures and ensuring that the scope of the project is clear enough to everyone and is not biased. The researcher recommended the project owners to engage all stakeholders in planning process, in implementation process and in evaluation process so as to make sure that the stakeholders expectations are met and well managed and the managers of Quick Win Project should make sure that all materials needed for members of cooperatives' from NCPD in their daily activities are available.

Keywords: Project, Project performance, Empowerment and Stakeholder participation

1. Introduction

According to projects, possess certain characteristics that distinguish them from any other activity in the organization. These include the fact that projects are temporary meaning that any project will have a start date and end date although it has nothing to do with short duration. Another feature is that projects produce unique results meaning that the product or service at the end of the project should be some way different from the existing. The other characteristic is that projects are characterized by progressive elaboration due to uniqueness and greater uncertainty projects cannot be understood entirely at or before project start, and therefore planning and execution of projects is happening many times in separate steps or phases. As project progresses, project team understands the steps to follow, deliverables and way of executing them much better. Based on this knowledge team members elaborate initial draft plans, and execute next phase of the project based on these detailed plans. A project usually needs resources to deliver its intended results. Most of the time project execution is based on detailed plan, which considers also external factors and constraints (Boyce et al, 2011).

Planning, execution and controlling of project is the primary field of project management. For major projects, it is necessary sometimes to set up a special temporary

organization, consisting of a project team and one or more work teams. Major projects can be divided into sub-projects, and program denotes collection of related projects. Implementation is the stage where all the planned activities are put into action. Before the implementation of a project, the implementers who are spearheaded by the project committee or executive should identify their strength and weaknesses including internal forces, opportunities and threats, which include external forces (Flaman, 2011). In project management, resources are required to carry out the project tasks. They can be people, equipment, facilities, funding, or anything else required for the completion of a project activity. The lack of a resource will therefore be a constraint on the completion of the project activity. Resource scheduling, availability and optimization are considered key to successful implementation of any project in the project management lifecycle. Allocation of limited resources is based on the priority given to each of the project activities. Their priority is calculated using the Critical path method and heuristic analysis. For a case with a constraint on the number of resources, the objective is to create the most efficient schedule possible for minimizing project duration and maximizing the use of the available resources (Muhammad, 2011).

Nowadays most of organizations have realized more and more that the main reason of many unsuccessful projects is the lack of active, effective and lasting participation of the

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intended beneficiaries. Consequently, several agencies started to promote the participation of people, in particular disadvantaged women and men, in development through various programmes, mostly on a pilot basis. People today have an impatient urge to participate in the events and processes that shape their lives and that impatience brings many dangers and opportunities (Mohan, 2007). Since the 1970s the notion of participation has become widely acknowledged as a key component of development projects. Participation is defined in a United Nations report to mean sharing by people in the benefits of development, active contribution by people to development and participation of people in decision making at all stages of the projects.

2. Statement of the Problem

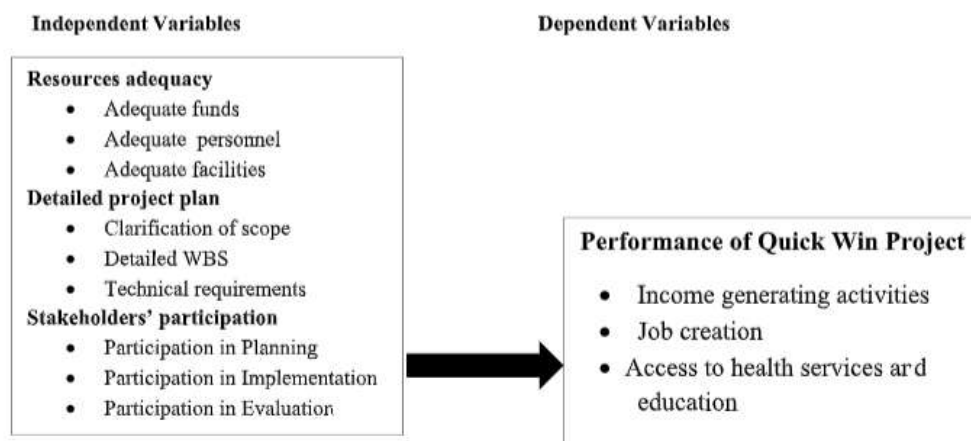
The empowerment of Persons with Disabilities is vital to enable them to take their place in the wider society. It therefore involves affording them a variety of opportunities to discover themselves, understand their environment, be aware of their rights, take control of their lives and partake in important decisions that lead to their destiny. It also involves providing them with the resources, prospects, knowledge and skills to fend for them and to be an integral part of their society. In almost all districts of Rwanda, it

was revealed that in some families, Persons with Disabilities were always given less attention in terms of education and in employment; opportunities augmented the perception that they are unproductive. To address this problem the government of Rwanda together with the development partners initiated the Quick Win Project to empower the people with Disabilities. However, the project is not fully achieving its set targets. Therefore, this study sought to assess the implementation factors affecting performance of persons with disabilities empowerment projects in Rwanda by considering quick win project as the case study.

3. Objectives of the Study

Generally, the study aimed at assessing the implementation factors affecting performance of persons with disabilities empowerment projects in Rwanda. Its specific objectives were to assess the effect of resources adequacy on performance of quick win project, to determine the effect of detailed project plan on performance of quick win project and to analyse the effect of stakeholders' participation on performance of quick win project

4. Conceptual Framework



Source: Researcher Compilation (2018)

5. Research Methodology

- **Research Design:** This study adopted a descriptive research design.
- **Target Population:** The population of this study comprised of 84 members supported by NCPD/Quick Win project, the study relied on primary data and information that were collected from a sample to be drawn using statistical methods and techniques.
- **Sample size:** In this research, it was necessary to calculate sample size and the formula of Yamané was used to determine the sample which is: $n = \frac{N}{1 + e \cdot (N)^2}$ Where n = Sample size, N= Total population and e= Level of Precision. According to Yamane (1967) whenever a population of origin or reference is equal to one hundred individuals, we correspond this to a sample of 69

individuals and this gives us a marginal error of 5% and this was used as a guideline in this study to get the exact number of individuals to be asked. The target population is 84 PwDs calculated based on the purposive sampling technique by targeting four persons for each cooperative among 21 cooperatives created under quick win project. In this study, N= 84, then: $n = \frac{84}{1 + 0.05 \cdot (84)^2} = 69$ Persons.

Using purposive sampling technique, the study was conducted to 69 beneficiaries of NCPD Quick Win Project and focused on how they have been impacted by the project activities.

- **Data collection instruments:** The primary data were collected directly from the respondents by use of questionnaires. Data collection was done by requesting permission to the respondent to participate in the survey. Concerning the research instruments, the researcher

utilized closed-ended directed to beneficiaries of Quick win project. A cover letter was attached explaining the purpose of the study, assuring the Persons confidentiality and provided instructions on how to complete the questionnaires.

6. Summary of Research Findings

Table 1: Distribution of respondents by sex

Gender	Frequency	Percentage	Cumulative Percentage
Male	51	73.9	73.9
female	18	26.1	100.0
Total	69	100.0	

Source: Primary data (2018)

According to the information from table 1, the respondents who are females are greater than males as following: 73.9% males and 26.1% are females.

Table 2: Distribution of respondents by age category

Category of Years	Frequency	Percentage	Cumulative Percentage
22-25	1	1.4	1.4
26-30	13	18.8	20.3
30-35	20	29.0	69.3
Above 35 years	35	50.7	100.0
Total	69	100.0	

Source: Primary data (2018)

According to the information from table 2, the large number of the respondents with 50.7% lied into last category of the age distribution of above 35 years. Table 4.2 also showed that 29.0% of respondents were in the age category of 30 - 35 years, 18.8% of respondents were in the range of between 26- 30 years as well as 1.4% of all respondents were in age category of 22-25 years. The study obtained details about age groups of the respondents for the purpose of understanding their age. This allowed the researcher to know whether the respondents were mature enough to provide the information related to the study.

Table 3: Distribution of respondents by marital status

Marital Status	Frequency	Percentage	Cumulative Percentage
Single	27	39.1	39.1
married	41	59.4	98.6
Separated	1	1.4	100.0
Total	69	100.0	

Source: Primary data (2018)

According to the information from table 3, the 59.4 percent of respondents were married while 39.1% of respondents were single, 1.4 % of all respondents were separated. In this context, the findings showed that the sample is evenly distributed about the married and single respondents.

Table 4: Distribution of respondents by education level

Education level	Frequency	Percentage	Cumulative Percentage
Vocational school	69	100	100.0
Total	69	100.0	

Source: Primary data (2018)

The information from table 4 demonstrated that all respondents included in one category. Hence; 100% of respondents have vocational school. Considering the level of education of respondents, all respondents have attained vocational school.

Table 5: Distribution of respondents by type of disability

Types of disability	Frequency	Percentage	Cumulative Percentage
Physical	48	69.6%	69.6%
Visual	16	23.2%	92.8%
Hearing	5	7.2%	100.0%
Total	69	100.0	

Source: Primary data (2018)

According to the information from table 5, 69.6% of all respondents have physical disability, 23.2% of all respondents have visual disability while only 7.2% have hearing disability. In this context the findings showed that the big number of beneficiaries of NCPD has physical disability.

Table 6: Distribution of Respondents by years of services

Years of Service	Frequency	Percentage	Cumulative Percentage
5 years and above	69	100%	100.0%
Total	69	100.0%	

Source: Primary data (2018)

Table 6 shows that 100% of all respondents have been in services with NCPD Win Quick Project in a period 5 years and above. This indicates that respondents selected for this study have a good understanding and knowledge about the reality of the project and are able to provide useful information intended for the purpose of this study.

Table 7: Correlation between resources adequacy and performance of Quin Win Project

		Resources adequacy	Quick Win Project Performance
Resources adequacy	Correlation Coefficient	1	.821**
	Sig. (2-tailed)	.	.000
	N	69	69
Quick Win Project Performance	Correlation Coefficient	.821**	1
	Sig. (2-tailed)	.000	.
	N	69	69

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

Source: Primary data (2018)

The findings from Table 7 revealed that resources adequacy has positive strong correlation to the performance of quick Win Project equal to .821** and the sig. is .000 which is less than 0.01. When sig. is less than significant level, thereafter researcher concludes that variables are correlated. It is therefore concluded by the researcher that there is a statistically significant correlation between resources adequacy and performance of Quin Win Project.

Table 8: Correlation between detailed project plan and performance of quick win project

		Detailed Project Plan	Quick Win Project Performance
Detailed Project Plan	Pearson Correlation	1	.917
	Sig. (2-tailed)		.003
	N	43	43
Quick Win Project Performance	Pearson Correlation	.917	1
	Sig. (2-tailed)	.003	
	N	69	69

Source: Primary data (2018)

Table 8 revealed that the results of correlation between detailed project plan and performance of quick win project was at the rate of 0.917 meaning that detailed project plan is influencing the performance of Quick Win Project at the level of 91.7%. Therefore, there is a significant relationship detailed project plan and performance of quick win project. If the null hypothesis is formulated stating that there is no relationship between detailed project plan and performance of quick win project and an alternative hypothesis is formulated stating that there is a relationship between detailed project plan and performance of quick win project, in such case according to the above results the null hypothesis would be rejected and accept the alternative hypothesis. on the other hand, by considering the level of significance which is 0.05, hence detailed project plan has a significant effect on the performance of Quick Win Project because their p-value (0.003) is statistically significant at 5% level of significance hence a high correlation between team detailed project plan and performance of Quick Win Project.

Table 9: Correlation between stakeholders' participation and performance of quick win project

		Stakeholders participation	Quick Win Project Performance
Stakeholders participation	Pearson Correlation	1	.861
	Sig. (2-tailed)		.016
	N	43	43
Quick Win Project Performance	Pearson Correlation	.861	1
	Sig. (2-tailed)	.016	
	N	43	43

Source: Primary data (2018)

The significant relationship between stakeholders' participation and performance of quick win project was proved in table 9 of findings where the correlation between stakeholders' participation and performance of quick win project was at the rate of 0.861 meaning that stakeholder's participation influence performance of quick win project at the level of 86, 1%. By between stakeholder's participation and performance of quick win project because their p-value (0.016) is statistically significant at 5% level of significance.

Table 10: Performance of Quick Win Project

Statements	Frequency	Percentage
Helping beneficiaries to create income generating activities	69	100%
Helping beneficiaries to create their own jobs	62	89.8%
Helping beneficiaries to access health services and education	67	97.1%

Source: Primary data (2018)

The study findings in Table 10 revealed that, 100% of all respondents agreed that Quick Win Project is helping its beneficiaries to create income generating activities, 89.8% of all respondents confirmed that Quick Win Project is helping its beneficiaries to create their own jobs and finally 97.1% of all respondents confirmed that Quick win project is helping its beneficiaries to access health services and education.

7. Conclusions and Recommendations

7.1 Conclusions

According to the interpretation of collected and analysed data during the course of this study, the researcher came up with the following conclusions:

- 1) Since the findings revealed that resources adequacy has positive and strong correlation to the performance of quick Win Project thereafter researcher concluded that there is a statistically significant relationship between resources adequacy and performance of Quick Win Project.
- 2) ii. The researcher further concluded a significant and positive relationship between detailed project plan and performance of quick win project. By considering the level of significance which is 0.05, the study concluded that detailed project plan has a significant effect on the performance of Quick Win Project because their p-value (0.003) is statistically significant at 5% level of significance hence a high correlation between detailed project plan and performance of Quick Win Project.
- 3) The researcher concluded a significant relationship between stakeholders' participation and performance of quick win project as the correlation between stakeholders' participation and performance of quick win project was at the rate of 0.861 meaning that stakeholder's participation influence performance of quick win project at the level of 86, 1%. By between stakeholder's participation and performance of quick win project because their p-value (0.016) is statistically significant at 5% level of significance.

7.2 Recommendations

- 1) The researcher recommended the project funders and managers to raise and mobilize enough project resources to ensure the performance of their projects
- 2) The researcher recommended to the project team to clearly establish the breakdown structures and ensuring that the scope of the project is clear enough to everyone and is not biased.
- 3) The researcher recommended the project owners to engage all stakeholders in planning process, in

implementation process and in evaluation process so as to make sure that the stakeholders expectations are met and well managed and the managers of Quin Win Project should make sure that all materials needed for members of cooperatives" from NCPD in their daily activities are available.

7.3 Areas for future studies

Based on the findings of this study, the researcher suggests that future researches should be carried out in the area of analysis on the contribution of NGOs of PwDs on development of Rwanda

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