Influence of Financial Resources Management on Project Performance in Public Institutions: A Case of Kigali City (2018-2022)

Aradukunda Annuarite[1]
Dr. Cyprien Sikubwabo[2]

[1]aaradukunda@gmail.com
[2]cyprianov@gmail.com

[1,2]University of Kigali, [2]Kigali Independent University, Rwanda

ABSTRACT

In this study, we examine the impact of financial resource management on project performance. Projects in Kigali City were poorly implemented due to misappropriation of public funds and insufficient measurement of project performance, especially in subdivisions and surrounding villages, leading to project failure. In directing this research project, two purposes were set: to assess the impact of financial resource management planning on project performance in Kigali City and to examine the impact of financial resource control on project performance in Kigali City. Both financial literacy and resource dependency theories were used, furthermore in order to achieve these objectives, literature was reviewed on the subject matter including definitions of key concepts, conceptual review, theoretical framework, conceptual framework and research gap analysis, additionally the target population of the study was 312 employees of Kigali City and out of them a sample size of 175 employees were selected by using stratified sampling technique. Questionnaires, interview guides and documents were used as data collection tools. Data was processed through editing, coding and tabulation and the data also was analyzed by using descriptive statistics. Findings indicated that there is a significance relationship between financial resources management and City of Kigali's project performance; and it was found that holding all the financial resources management to a constant zero, project performance of Kigali City will be 30.6 percent, a unit increase in the use of financial resource planning will lead to a 0.731% improvement in project performance in Kigali City, the use of financial resource management will lead to a 1% improvement in project performance in Kigali City. The regression analysis revealed significant coefficients indicating the impact of financial resource management on project performance in Kigali City. With a constant of 0.346, when financial resource management is absent, the project performance is estimated to be 30.6%. For every unit increase in financial resource planning, there is a corresponding 0.731% rise in project performance (Beta = 0.731, t = 6.008, p < 0.001), and similarly, a 1% increase in financial resource control leads to enhanced project performance (Beta = 0.500, t = 2.550, p = 0.025). Notably, financial resource planning exerts the strongest influence on project performance, followed by financial resource control. Both variables demonstrated statistical significance, with p-values of 0.000 and 0.025 respectively, at a 95% confidence level. Thus, all factors examined are deemed significant (p < 0.05). Therefore, based on the findings, the researchers recommend that the public entity Kigali City should continuously ensure that it has financial control expertise to ensure organizational performance.

Keywords: Financial Resources Management, Kigali City, Project Performance

I. INTRODUCTION

To fully determine global project success, it is crucial that specific criteria or principles serve as criteria for or guide project success. These standards are called project accomplishment criteria or design performance indicators. Atkinson (1999) believes that the most common criteria for conclusive task success is the "ferrous liaison", which determines project success in terms of cost, time, and quality performance. This standard structure was found to be constrained as it did not focus on a wide range of project stakeholders (Shahu et al., 2012). Another way to determine project success is to measure success using unit cost, service quality speed, schedule and cost, and other quality indicators (Konchar & Sanvido, 1999). Other areas required for project success include safety and health, participant satisfaction and environmental performance, time, cost, quality and safety, design, change and rework rates and safety, time and cost aspects. This includes comprehensive understanding of customer needs and measuring project performance to improve customer satisfaction (Kim et al., 2012).

Financial resources refer as funds and assets that support an organization's activities and investments. In short, financing is a means to keep a business running, and companies can obtain and use financing in a variety of ways. It also refers to where a company borrows funds for its operations. Companies can obtain funding from internal or external sources. It checks whether activities are productive and compliant. Decision-making and control, financial planning, resource allocation, cash flow management, earnings processing, acquisitions, mergers, and capital budgeting are the seven functions that enjoy the highest level of popularity. In countries like the US, UK, and

Germany, both public and private companies employ team-based projects to effectively manage activities and resources, while also promoting internal knowledge sharing and the adoption of best practices (Sydow et al., 2004). Project teams consist of individuals with varied knowledge, expertise, and experience, collaborating throughout the entire project lifecycle to successfully accomplish shared objectives. This means developing incremental or entirely new concepts, services, products, activities or bringing about change.

This reflects the conclusion from Serrador and Turner (2014) that the importance of project success criteria modification over time depending on the stakeholders. All but one senior manager measured success based on time, budget and compliance. While this article argues that the use of time, budget, and discipline oversimplifies project success, the results highlight their importance. Other criteria include customer satisfaction and business/user/strategic benefits identified in the current research literature review.

In Middle Eastern countries such as India, Indonesia, and Pakistan, financial resources refer to all financial resources available within an organization. They are part of a company's current assets and are often used as a business continuity measure to ensure the continued operation of all processes within an organization (Pride et al., 2018). Financial resources also mean that companies can use them to enforce operating costs, increase reproduction costs, meet financial obligations, and create economic incentives for workers (Al-Dioji & Musa, 2022). Financial resources also flow to the maintenance and development of non-productive objects, consumption, accumulation and special reserves among others. Mishra et al. (2011) mention ethical issues as one of the success factors of sustainable projects. They point out an interesting contradiction between the impact of economics and ethics on success. Profit must be obtained at all costs, which often leads to unethical dealings, corruption, and questionable or illegal business practices. Achieving business goals may bring success, but it may not last because it is unethical.

The financial resources of African countries such as Nigeria, Zambia, and Zimbabwe represent the borrowing capacity of the company as well as all the assets invested by the company, so all the financial resources of the company can be classified into three categories (Allen et al, 2011). Liquid assets (including cash and cash equivalents such as checks and bank deposits) are an organization's financial capital, the sum of all business investments and other financial products. According to Sebestyen (2017), the topic of success factors is treated too statically. No matter how well a project is planned, the number and frequency of changes will reduce the chances of the plan being successful. Chou and Yang (2012) examined the technical strength of this project. In their research, they found that the success of small business projects is more dependent on technology than the success of large enterprise projects.

In East African countries such as Kenya, Tanzania and Uganda, the Integrated Financial Management Information System (IFMIS) project is a project initiated by the Kenyan government (Micheni, 2017). As part of the tax reform, the Treasury aims to raise the accountability and transparency of public institutions. IFMIS is an information system that circuitry and monitors financial transactions and conglomerate financial data. IFMIS modules implemented so far include accounts payable, accounts receivable, fixed assets, bank reconciliation, general ledger, e-procurement, forecasting and budgeting. It is jointly funded by donors and the Government of Kenya. This project is being implemented in state and local governments, which face challenges such as legal issues, infrastructure issues, and a lack of staff with sufficient technical knowledge (Bosire, 2016). The lattermost goal of the Government of Rwanda's public financial management ameliorate strategy is to ensure efficient, effective and responsible use of public resources through improved service delivery as the basis for economic development and poverty reduction (Omollo, 2018).

The PFM reform strategy aims to build human resources capacity, introduce modern and effective systems and procedures for effective financial management and reporting, and support the international community's efforts to establish a more efficient and transparent PFM system. The focus is on strengthening the organizational framework in line with best practices. It also aims to improve the effective coordination of reforms, align them with national priorities, align with the Economic Development and Poverty Reduction Strategy (EDPRS) and Vision 2020, and ensure effective implementation. Taken together, several aspects of financial performance provide a comprehensive picture of how a public entity fulfils its different responsibilities. Therefore, government or public sector financial performance reporting must reflect multiple perspectives. Understanding the characteristics of the public sector is important in explaining the financial performance of the public sector (Murindahabi, 2016). He also found an effective financial management strategy among the organizations surveyed and that the financial management strategies used had a positive effect on project and organization performance.

1.1 Problem Statement

Project performance in public organizations is the overall measure of whether a project meets its goals and requirements in terms of scope, cost, and schedule (Kerzner, 2022). It is also the procedure of generating, systematizing, and overseeing projects that contribute to managerial performance and strategy. This is despite financial support being provided to Kigali City for projects including building roads, providing street lights to increase safety at night, ensuring road safety through active road improvement projects and addressing solid and liquid waste issues. On the other hand, the Kigali City's Social Development Unit has the additional responsibility of monitoring and coordinating the implementation of social programs in the municipalities and ensuring that their implementation plans comply with national guidelines. The coordination of policies, programs, plans, and activities pertaining to social protection, gender and family advancement, sports and cultural encouragement, youth development, and education is overseen. Additionally, the coordination of assistance programs and strategies for vulnerable populations within the city, such as individuals with disabilities, street dwellers (including teenagers, children, and traders), prostitutes, and the elderly, is managed. Meetings are organized with relevant stakeholders engaged in the execution of social protection initiatives.

Most of the above-mentioned projects were not properly implemented due to misappropriation of public funds and inadequate project performance measurement, especially in communities and surrounding villages, resulting in project failure. A typical example is that on October 5, 2020, the City of Kigali signed a pre-financing agreement worth US$404,725,673 (equivalent to Rwandan francs) with development partners. Following the signing of the pre-financing agreement, a contract for the implementation of the Kigali Infrastructure Project (KIP) was signed with the contractor on May 5, 2021 to construct a 215.5 km road network in the city of Kigali (Baffoe et al., 2020). The project failed due to poor utilization of existing funds and failure to implement planned activities in accordance with the work plan in the KIP financing contract (Nkurunziza, 2022).

Additionally, the audit found there was no roadmap or plan indicating when each of the project's six phases would begin and end. The projected target may not be achieved on time due to delays in road infrastructure construction. According to Heaton et al. (2023), financial resource management ensures that public resources are consistently allocated to agreed strategic priorities and drives reallocation from lower to higher priorities to ensure allocation efficiency. It should also ensure operational efficiency by maximizing economic benefits in delivering services (Masson et al., 2016). Once a project fails to meet its targets, the public organization will lose its reputation to its customers, sponsors, or even the public. Therefore, Kigali City should make sure that its reputation is always positive, as it is critical to its project success. So; researcher must fill this gap by assessing the effect of financial resource management on project performance, taking the Kigali City as an example.

1.2 Specific Objectives

i. To assess the influence of financial resources planning on Kigali City's projects performance.
ii. To examine the influence of financial resources control on Kigali City's projects performance.

1.3 Research Hypothesis

Hypotheses enable the researcher not only to discover relationships between variables, but also to predict relationships based on theoretical guidance and/or empirical evidence.

H_{01}: There is no significant influence of financial resource management planning on Kigali City's projects performance.

H_{02}: There is no significant influence of financial resources control on Kigali City's projects performance.

II. LITERATURE REVIEW

2.1 Conceptual Framework

Project performance remains a critical issue in project implementation worldwide. The main elements of a successful project that are accepted by the research community are: project charter, top management support, project schedule/planning, customer consultation, human resources, project support technology, customer acceptance, monitoring and feedback, communication channels, and troubleshooting expertise (Rezvani & Khosravi, 2018). Financial management practices have proven important in promoting transparency. Efficiency, accuracy, and accountability that help organizations achieve their goals (Koitaba et al., 2015). Increasing the likelihood of project success can have a significant impact on a country's growth and socio-economic well-being (Ovaska & Takashima, 2006). Therefore, it is important to understand the predictors of project performance. Creating more efficient projects creates new jobs, increases trade, and increases a country's gross domestic product (GDP).

Although it is difficult to determine why some entrepreneurs fail and others succeed in similar situations, this study focuses on the relationship between financial management practices and project performance.

Independent Variables

Financial Resources Management
- **Financial resources planning**
  - Budgeting and taxes
  - Risk management plan
- **Financial resources control**
  - Delegation of authority procedures
  - Segregation of duties
  - System access controls
  - Document filing and storage procedures.

Dependent variable

Project Performance
- Good services delivery
- Customer satisfaction
- Cost Performance
- Project effectiveness
- Achieved on time

Figure 1
Conceptual Framework

2.2.1 Theoretical Review
2.2.1.1 Financial Literacy Theory
This theory suggests that the behaviour of individuals with high levels of financial literacy may depend on the prevalence of two modes of thinking (intuitive and cognitive) in dual process theory. Dual process theory (Evans, 2008) suggests that decision-making in high-performing organizations occurs through both intuitive and cognitive processes. Dual process theory has been studied and applied in various fields. Thinking and social cognition (Evans & Lambert (2008). Financial literacy theory remains a subject of great interest to both developed and developing countries, and has received widespread attention in recent years due to the rapid changes in the financial landscape.

According to this theory, Gallery et al. (2011) financial literacy framework refers as a form of investment in human capital: a large body of empirical research shows that people need to know more about the skills and information necessary to manage their finances. The authors show how financial literacy and knowledge of financial management practices influence the economic outcomes of high-performing organizations. Financial literacy theory suggests that the behaviour of people with experience in financial management may depend on the prevalence of her two modes of thinking: intuitive and cognitive, according to dual process theory. Dual process theory (Gawronski & Creighton, 2013) is based on the idea that decision making can be controlled by both intuitive and cognitive processes. Dual process theory has been studied and applied in a variety of fields, including: thinking and social cognition (Gawronski & Creighton, 2013). Financial literacy embedded in financial management practices helps investors and managers understand and train financial management practices in a way that is relevant to their business, and use this knowledge to evaluate products make informed decisions to achieve high business performance. Improvements in financial management practices and knowledge are widely expected to help overcome recent challenges affecting corporate performance in developed credit markets (Chepngetich, 2016).

2.2.1.2 Resource Dependency Theory
Pfeffer and Salancik's (2003) resource dependence theory states that organizations cannot operate independently as they are dependent on other actors/factors in the business environment. This dependency gives external factors an advantage in controlling the business operations of an organization. According to resource dependence theory, stakeholders are considered valuable if they have the resources that a firm need. However, capabilities do not only reflect stakeholder importance (Dossou-Yovo, 2016). Organizational theory views legitimate stakeholders as the people who really matter. The external environment must be clearly assessed against stakeholder expectations and incorporated into company goals. When dealing with stakeholders, companies must recognize that not all stakeholder needs can be met. Some decisions may lead to conflicts of interest, while other decisions may balance the interests of certain stakeholders (Drees & Heugens, 2013).

2.3 Empirical Review
An empirical review is a research-based article for publication purposes only. Calibrated instruments are used to conduct scientific controlled experiments (Anxo & Karlsson, 2019). Therefore, this section explains the effect of financial resource management planning on project performance and the effect of financial resource control on project performance.

2.3.1 Influence of Financial Resources Planning on Projects Performance

According to Ndayisaba and Mulungi (2018), they studied the impact of resource management planning on project implementation success. Examples of projects that strengthen rural livelihoods in Rwanda. The overall objective of this study is to determine the impact of resource management on the successful implementation of projects in Rwanda. This is a case study on strengthening rural livelihoods in Rwanda with specific objectives: To identify the impact of human resource management. Time management and financial resource management for successful implementation and delivery of rural livelihood improvement projects in Rwanda. The target group included all project participants, including Urwego staff, Muhanga district officials, project beneficiaries and key informants from the local community. Data were quantified using percentages and frequencies. Use regression analysis to identify systematic relationships between independent and dependent variables. The results showed that resource management has an 83.7% impact on the success and implementation of rural livelihood projects in Muhanga District, Rwanda.

2.3.2 Influence of Financial Resources Control on Kigali City's Project Performance

Dahl et al. (2022) found that financial management is very important in modern management. If financial management is effective, the organization will be more effective in the future. Financial management is one of the performance management tools used by managers. Many public agencies now provide services to the public. The Jaffna Municipal Council is a public institution that caters to the daily needs of the people of Jaffna. The Jaffna Municipal Council provides various services to its citizens but faces many challenges in managing these activities. However, it faces several challenges in terms of financial and material resources, as its activities require government resources and financial support from various non-governmental organizations. The purpose of this study is to analyze how the financial management of Jaffna City Council affects organizational performance. To this end, two hypotheses were tested. The first states, "Effective financial management has a positive impact on organizational performance," and the second states, "Effective financial management leads to improved organizational performance." To test this hypothesis, we obtained data from interviews, surveys, and discussions, and extracted taxes from the raw data. Official reports, annual reports, and financial statements are secondary data. Analyze financial information using a variety of analytical techniques. Ratio analysis, percentage analysis, and gap analysis are used to measure the effectiveness of financial management. Organizational performance is measured through budgetary control and significance of variances. In this study, organizations that relied on budgetary controls performed worst when budgetary controls were ineffective. Effective financial controls lead to better business performance. Finally, this study proves that there is a positive control relationship between financial management and organizational performance, and there is also a positive control relationship between financial management and organizational performance. It has been proven that public institutions need to focus on financial management in order to effectively manage their activities.

Umulisa et al. (2015) conducted a study on the impact of financial resource management on project performance in Kigali City. The purpose of this research question is to assess the impact of project resource planning practices on Agaseke project's performance especially in Kigali, Rwanda. The overall purpose of this study is to assess the impact of strategic project planning on project performance. The specific objectives of the study were to determine the impact of human resource planning practices on the service quality of Agaseke projects, analyze the impact of financial resource planning practices on Agaseke projects, The aim is to analyze the impact of planning practices on the Agaseke project, and also the quality of service of the Agaseke project. The research design of this study was based on a cross-sectional research design using two quantitative methods. The study targeted all female members (estimated at 3,800) of the Agaseke Project in Kicukiro, Gasabo and Nyarugenge districts of Kigali City. A targeted sampling technique was used with a target group of 400 people. The sample size of the study was her 120 respondents. A questionnaire was used to collect primary quantitative data. Qualitative data were collected through focus group discussions and in-depth interviews she guided. Quantitative data were analyzed using SPSS version 16.0, and qualitative data were analyzed using thematic and subthematic descriptions. The most important data information is displayed in graphs, bar charts, tables, and pie charts. The Kigali City Council is working with members of the Agaseke Project to resolve ethical issues related to conducting the study, and the Jomo Kenyatta University of Agriculture and Science has authorized the researchers to conduct the study through a signed letter. Each participant was given an informed consent form to sign before participating in this study. The results show that the tasks and their dependencies are well defined with a mean of 4.4091 and a standard deviation of 0.54. Respondents stated that in projects funded by the Self-Defense Forces, the sequence of activities is very clear, as is the duration of each activity, with average scores of 4.681 and 4.590 respectively. Respondents were also asked if there was a clear system in place for tracking tasks and deadlines. The results show a mean of 4.556 and a standard deviation of 0.64. Monitor tasks and deadlines regularly to avoid inconveniences related to project cost, completion and duration.

III. METHODOLOGY

3.1 Research Design

Research design is the specification of techniques and procedures for obtaining necessary information (Bearman et al. 1999). Therefore, this study employed a mixed research design to directly describe the phenomenon. Results were analyzed and interpreted to ensure data were coherent and representative of participant responses. Related research designs are also used by assembling specific data sets that may be representative of the entire population or a sample of the population. In addition, the researcher also used SPSS software (version 20) to conduct correlation analysis to measure these two variables and evaluate the relationship between these variables (financial resource management and project performance) independently of other intervening variables.

3.2 Target Population

A target group is a subset of those for whom a project is designed, whom researchers actively recruit and retain, and who are responsible for producing results (Stratton, 2021). The target group of the study was 312 employees working in the following departments in Kigali City: Procurement and Legal, Administration and Real Estate, Planning, Internal Audit, Business Promotion, Finance, Investment Marketing and Strategic Capacity Development and finally the Finance Department.

Table 1
Target Population

No	Departments/ Units	Target Population	Sample Size Selected
1	Social Development	12	12
2	Finance Unit	16	16
3	Legal department	8	8
4	Finance and Budgeting Unit	12	12
5	Human resource and Administration Unit	11	11
6	Urban Economist Development Unit	19	19
7	General Planning Unit	5	5
8	Health and Environment	7	7
9	City Urban Planning & Construction One stop Centre	5	5
10	Master Plan Inspection and Infrastructure Unit	4	4
11	Customer care services	6	6
12	Directors	24	24
13	Planning, Monitoring & Evaluation	9	9
14	Employees at District level	30	19
15	Employees at Sector level	140	14
16	Internal audit Unit	4	4
	Total	**312**	**175**

3.3 Sample Size and Technique

To decide the sample size, the researcher selected her 312 respondents using a stratified sampling technique as shown in the table below:

$n = N/(1+N(e)^2)$

$n = 312/ (1+312(0.05)^2)$

$n = 312/ (1+0.78)$

$n= 175.22 \approx 175$

$n=175$ ……………………………………………………………...……………………………………. (1)

Where:

N=Study population

n=Sample size

e: Margin of error (equal to 5%)

According to Saunders et al. (2016), sampling techniques provide a range of methods that allow researchers to consider only a subset of data rather than all possible situations or elements, thereby reducing the amount of data to be collected. Therefore, due to the impact of financial resource management on project performance, the researcher mainly applied purposive sampling technique to all 175 employees of Kigali City because they have sufficient knowledge about Kigali City.

3.4 Data collection Instruments

In this segment, the investigator used questionnaires, interview guides, and papers as data accumulating tools.

Questionnaire: According to Jobe and Mingay (1990), a survey inheres of a sequence of questions intended to generate data required to achieve the research objectives. The survey consisted of closed questions with pre-selected options to narrow down respondent answers/opinions. The data collection technique used was questionnaire as it is easy to administer and time saving.

Interview guide: A conversation guide is an amalgamation of inquiry that the interviewer objective to answer during the interview (Dikko, 2016). To this end, an interview guide has been prepared and targeted at ten (10) employees of the City of Kigali currently serving as Procurement Specialists, Planning, Monitoring and Evaluation Specialists, Chief Financial Specialists and Budget Specialists to better understand financial resources. The impact of management planning on project performance in Kigali City, and the impact of financial resource control on project performance in Kigali City.

Documentation: Paper analysis is also more focus of the data compilation method. A document is a document that can be used as a source of information on a specific topic (Morris et al., 2021). Researchers use documents to derive theories that serve as the basis for their studies. It also helps provide a wealth of information on the impact of financial management on project performance. The researcher had to go through all the different books and websites dealing with the functioning of the city of Kigali as a public institution.

3.5 Data Analysis

Data analysis is the use of scrutiny and rational argument to interpret collected statistics to identify patterns, relationships, or trends (Wickham &Wickham, 2016). Therefore, this study uses descriptive statistics of both qualitative and quantitative methods to present the results of the respondents through means and standard deviations. Additionally, correlation analysis is employed to assess the relationship between financial resource management and project performance. Additionally, inferential statistics are used to make estimates of populations and to test hypotheses to draw conclusions about the population. Lastly, the Statistical Package for the Social Sciences (SPSS version 22) prevail used as the software to process the collected raw data for further analysis due to its simple, easy-to-understand command language and well-documented operating instructions. Finally, regression analysis is used to estimate the relationship between the dependent variable and one or more independent variables. The technique is widely used to predict outcomes, predict data, analyze time series, and find causal relationships between variables (between financial resource management and project performance). In adjoining, in order to estimate the hit of financial resource management on project performance, researchers dispose to use multiple regression models, overbearing a linear relationship between the dependent variable Y (project performance) and the explanatory variable X (financial resources) $Y = \alpha + \beta X + \varepsilon$ resource management), where the error term ε contains the omitted factors. Check below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \quad \text{.......} \quad (2)$$

Where:

Y: Project performance

X_1, and X_2: Independent (explanatory) variables: Financial resources planning (X_1), Financial resources control (X_2)

β_0: Intercept

β_1, β_2: Slopes

ϵ: Residual (error)

Multiple continuous reverting follows the similar surroundings as a simple linear model.

IV. FINDINGS & DISCUSSIONS

In this section, we present the data presentation and interpretation of results according to the research methodology. Results are presented through the impact of financial resource management on project performance: a case study of Kigali City. These results focus on the following research objectives: The impact of financial resource management planning on project performance in Kigali City, and the impact of financial resource control on project performance in Kigali City. Additionally, the data were specifically presented in the form of descriptive statistics tables, percentages, means, and standard deviations for use in the data analysis process. In line with the purpose and research questions of this study, information was collected from 175 respondents in Kigali city. This chapter is organized by using Statistical Package for the Social Sciences (SPSS) version 20 to analyze information from the raw data.

4.1 Demographic Characteristics of Respondents

This section gave more details about the respondent's profile who participated in the study in terms of their age, gender, educational level, occupation, and time working within an organization.

4.1.1 Gender Respondents

Data were collected from male and female respondents. The study also examined whether both parties benefited equally from the organization's activities. The table below indicates the gender distribution of respondents

Table 2
Gender of Respondents

Gender	Frequency	Percent
Male	93	53.1
Female	82	46.9
Total	**175**	**100**

Table 2 indicates that 93 (53.1%) respondents were male while 82 (46.9%) respondents were female. Therefore, both female and male employees currently working at Kigali City have participated in this study however the gender inequality in respondents occurred at small rate where female are greater than male categories.

4.1.2 Age Respondents

Public agencies mostly use employees in the "adult" category because they are mature enough for the way the agency operates. They have a stable job and are fully responsible for their current job.

Table 3
Age of Respondents

Age	Frequency	Percent
From 25-35	48	27.4
From 35-45	73	41.7
From 45-55	54	30.9
Total	**175**	**100**

Table 3 reveals that the great percentage of 73 (41.7%) respondents belong to the age group of 35 - 45years; 48 (27.4%) respondents belong to the group's age of 25 - 35years; 54 (30.9%) respondents belong to the age years group of 45 - 45 years. Therefore, findings imply that all categories of *Kigali City's* employees in terms of age have participated in this study.

4.1.3 Distribution of Educational Level of Respondents

To find out whether all categories of people were involved in the organization's services, the researchers started with the categories from secondary school graduation to master's degree completion.

Table 4
Educational Level of Respondents

Education Level	Frequency	Percent
Bachelor's degree	99	56.6
Master's degree	76	43.4
Total	**175**	**100**

Table 4 revealed that majority of 99 (56.6%) respondents holds the bachelor's degree, followed by the category 76 (43.4%) respondents hold master's degree. Therefore, majority employees of Kigali City have been well accomplished their studies, moreover these employees build better culture that encourages creativity and innovation is a mission-critical strategy for forward movement and sustainability.

4.1.4 Distribution of Respondents Per Working Experience

Typically, work experience accompanies the effective completion of agency-assigned work, so researchers need to know how many respondents have experience.

Table 5
Years of Experience

Experience	Frequency	Percent
1-5 years	62	35.4
5-10 years	63	36
10 years and above	50	28.6
Total	**175**	**100**

Table 5 refers to the classification of respondents according to the time that they have been working in Kigali City, therefore majority of 63 (36%) respondents belong to less than 5-10 year's age group, the second number of 62 (35.4%) respondents belong to the year's age group of 5 to 10 years, and 50 (28.6%) respondents belong to the year's group of 10 years and above. Therefore, through the human capacity development policies by Kigali City takes higher engagement levels that improve company culture and increase productivity, ultimately creating a positive impact on the organization's efficiency and effectiveness.

4.2 Findings Presentation Per Objectives

By using appropriate data analysis, interpretation, and presentation techniques, researchers can generate meaningful insights, understand research results, and effectively communicate research results.

4.2.1 Influence of Financial Resources Management Planning on Kigali City's Project Performance

Financial planning is the process of estimating the capital required by an organization to carry out its various activities. It is the process of developing financial policies regarding the provision of assets and investments among others.

Table 6
Descriptive Statistics on Resources Management Planning

Statements	Mean	Std. Dev.
Financial resources help CoK assess the future, set goals and propose an implementation plan	4.65	0.493
Financial resources help the CoK identify possible sources of needed funding.	4.88	0.332
CoK's financial resources can serve as a guide in choosing the right type of investment for his needs, personality and goals.	4.88	0.332
CoK's Financial Resources Program is designed to manage the availability of limited financial resources.	4.18	0.393
CoK's primary purpose through financial management of resources is to ensure the economical and efficient delivery of the results needed to achieve the expected outcomes	3.38	0.514

N=171

Table 6 indicates that "CoK's Financial Resources Program is designed to manage the availability of limited financial resources" responded at very highest mean and the responses were homogeneous (mean= 4.18, SD=0.393), and item 1 indicates that "Financial resources help CoK assess the future, set goals and propose an implementation plan" responded at very highest mean and the responses were homogeneous (mean= 4.65, SD=0.493), Despite item 2 indicated that "CoK's financial resources can serve as a guide in choosing the right type of investment for his needs, personality and goals." has highest mean and responses were homogeneous (mean= 4.88, SD= .332) and lastly item 5 shows that "CoK's primary purpose through financial management of resources is to ensure the economical and efficient delivery of the results needed to achieve the expected outcomes" responded at lowest mean and the responses were heterogeneous (mean= 3.38, SD= 0.517).

Therefore, financial planning helps the City of Kigali determine project costs and develop budgets and is essential for making informed decisions. Additionally, project financial planning provides benefits such as estimating benefits, mitigating financial risks, and planning for unexpected costs. By relating to the literature review, Furlon et al. (2017), resource planning helps public organ to develop new ways of working within a company by identifying key roles within departments and determining how they can work together to achieve goals. As stated by Hanna (2011), financial planning helps Kigali City balance demand and capacity across projects, allowing the public organizations to keep tight timelines and manage stakeholder expectations. Resource planning is also designed to ensure that each project has what it needs to succeed, as well as predict and mitigate future hiccups (Kunduru, 2023).

4.2.2 Influence of Financial Resources Control on Kigali City's Projects Performance

Financial management composed by developing policies and procedures to manage financial resources and effectively operate an organization. Furthermore, sound financial management enables public organs to provide data that supports the development of long-term visions, makes informed decisions about where to invest, and provides insights into investment finance, liquidity, cash runway, and more.

Table 7

Descriptive Statistics for Financial Resources Control

Statements	Mean	Std. Dev.
CoK's efficient financial controls have contributed significantly to maintaining cash flow	4.53	0.487
CoK monitors and plans total cash inflow and outflow with better financial control	5	0
With sound financial controls, CoK handles public funds responsibly and transparently.	4.71	0.47
Through financial controls, CoK can manage risk and mitigate potential financial losses	3.41	0.618
Kigali City's financial controls help build public trust.	4.82	0.393

N=175

Table 7 indicates that "With sound financial controls, CoK handles public funds responsibly and transparently" responded at very highest mean and the responses were homogeneous (mean= 4.71, SD=0.470), and item 1 indicates that "CoK monitors and plans total cash inflow and outflow with better financial control" responded at very highest mean and the responses were homogeneous (mean= 5.00, SD=0.000), Furthermore, item 4 shows that "Through financial controls, CoK can manage risk and mitigate potential financial losses" responded at lowest mean and the responses were heterogeneous (mean= 3.41, SD= 0.618). Therefore, financial control enables the Kigali city as a public institution to determine the direction, allocation, and use of its financial resources. This enables companies to make informed spending decisions based on goals consistent with current conditions and forecasts, while remaining financially responsible. As stated by Ionici et al. (2023), financial controls are preventive measures in an organization against fraudulent activities. Monitoring the inflow and outflow of financial resources can help prevent employee fraud, online theft, and other unwanted activity. Financial control serves as a preventative measure against fraudulent activities in an organization (Setyaningsih & Nengzih, 2020). According to Handoyo and Bayunitri (2021), by imposing financial Resources Control, governments organs can optimize resource allocation, prioritize public needs, and improve overall service delivery.

Table 8

Descriptive Statistics for Kigali City's project performance

Statements	Mean	Std. Dev.
Quality of service delivery at CoK depends on clean, clear processes that work smoothly and are under continuous review	4.59	0.507
City of Kigali mostly ensures efficient operations that are cost-effective	5	0
Always City of Kigali reduces waste while maintaining quality and service	4.18	0.393
City of Kigali converts inputs (labour, materials, technology, etc.) into outputs (products) in a very efficient manner	3.06	0.243
City of Kigali always maximizes the use of inputs to produce its outputs	4.62	0.419

N=175

Table 8 indicates that "City of Kigali always maximizes the use of inputs to produce its outputs" responded at very highest mean and the responses were homogeneous (mean= 4.62, SD=0.419), and item 2 indicates that "City of Kigali mostly ensures efficient operations that are cost-effective" responded at very highest mean and the responses were homogeneous (mean= 5.00, SD=0.000) and lastly item 4 shows that "City of Kigali converts inputs (labour, materials, technology, etc.) into outputs (products) in a very efficient manner" responded at lowest mean and the responses were heterogeneous (mean= 3.06, SD= .243). Therefore, Kigali City has been Rwanda's economic, cultural and transportation hub since its independence from Belgian rule in 1962.

4.3 Inferential Statistics

Inferential statistics helps to propose explanations for situations or phenomena.

Table 9
Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
CoK's project performance	0.366	156	0	0.638	156	0

Lilliefors Significance Correction

The above results show that both the Kolmogorov-Smirnova and Shapiro-Wilk statistics are between -1.96 and +1.96. These results indicate that there is no significant difference from normality since their values are within the range; therefore, it is concluded that the study variables satisfy the threshold of normal distribution.

Table 10
Correlational Matrix

Pearson Correlation				
		Project performance	Financial resources management planning	Financial resources control
Project performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	175		
Financial resources management planning	Pearson Correlation	.494*	1	
	Sig. (2-tailed)	0.044		
	N	175	175	
Financial resources control	Pearson Correlation	.494*	-0.03	1
	Sig. (2-tailed)	0.044	0.908	
	N	175	175	175

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

According to the Pearson correlation coefficient theory, Table 10 shows that the financial resource management currently adopted by Kigali City ranges from financial resource management planning and financial resource control. Its project performance is through good services Delivery, customer satisfaction, cost performance; project effectiveness and timely progress are significantly improved.

Table 11
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932[a]	0.869	0.826	0.139

a. Predictors: (Constant), Financial resources control, Financial resources planning

From Table 11 above, R is the correlation coefficient which shows the relationship between the study variables. From the results shown in the table below, there is a positive relationship between the study variables with a significance level of 0.869. Additionally, the adjusted R-squared is the coefficient of determination, which tells us the change in the dependent variable due to changes in the independent variable. As can be seen from the results in the table above, the adjusted R-squared value is 0.826, which indicates that the project performance of Kigali City has an 82.6% deviation due to changes in control of financial resources and planning of financial resources with 95% confidence interval. This shows that 82% of the performance variation is caused by independent variables.

Table 12
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.534	33	0.383	19.941	.000[a]
	Residual	0.231	141	0.019		
	Total	1.765	174			

a. Predictors: (Constant), Financial resources control, financial resources planning
b. Dependent Variable: Project performance

Table 12 shows that there is a significant difference of 0.000a between financial resource management and project performance in Kigali City.

Table 13
Coefficients

Model		Unstandardized Coefficients		Standardize Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.346	0.207		1.671	0.121
	Financial resources planning	0.731	0.122	0.865	6.008	0
	Financial resources control	0.5	0.196	0.365	2.55	0.025

a. Dependent Variable: Project performance

From the above regression equation, it can be seen that if the total amount of financial resource management remains zero, the project performance of Kigali City will be 30.6%. A one (1) unit increase in the planning use of financial resources will lead to a 0.731% increase in project performance in Kigali City and a 1% increase in the control financial resource use will lead to an increase in project performance. Overall, financial resource planning has the greatest impact on CoK project performance, followed by financial resource control. When the significance level is 5% and the confidence level is 95%, the significance level of financial resource planning is 0.000 and the significance level of controlling financial resources is 0.025. Therefore, all variables are significant ($p < 0.05$).

The multiple regression models for this research can be stated as:

$Y=0.346+0.731X_1+ 0.500X_2+\varepsilon$

Table 14
Summary of Hypotheses Testing Results

Nº	Hypotheses	P Value	Verdict
1	There is no significant influence of financial resource management planning on Kigali City's projects performance	0	Rejected
3	There is no significant influence of financial resources control on Kigali City's projects performance.	0.047	Rejected

The study assessed the influence of financial resources management on project performance were used. Findings are below:

Firstly, all the independents' variables have a direct positive relationship with CoK's project performance which supported the first (hypothesis H_1: There is no significant influence of financial resource management planning on Kigali City's project performance), results indicated that .000 is less than 5% level of significance; therefore, financial resources planning is significant to Kigali City's project performance.

Secondly, (hypothesis H_2: There is no significant influence of financial resources control on Kigali City's project performance); results indicated that .025 is less than 5% level of significance; therefore, financial resources control is significant to Kigali City's project performance.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

Majority of interviewees responded that "Without good plans and policies of Kigali City cannot be implemented, so that when planning starts, one must make the appropriate decision from the many options available;

furthermore, decisions by Kigali City drives programs and policies and have a significant effect on the lives of citizens".

Explains in more detail the importance of financial resource management to public program performance as it helps raise and manage funds, but also aids in resource allocation and provides insights into important financial decisions. Therefore, the results indicate that there is a significant relationship between financial resource management and project performance in Kigali City. The study found that if overall financial resource management remained at zero, Kigali City's project performance would be 30.6%. A one-unit increase in the use of financial resource planning will lead to a 0.731% increase in project performance in Kigali City. A 1% increase in the use of financial resources for control will increase project performance in Kigali City by 50%.

Overall, the financial resources planning had the greatest influence on CoK's project performance, followed by financial resources control. When the significance level is 5% and the confidence level is 95%, the significance level of financial resource planning is 0.000 and the significance level of controlling financial resources is 0.025.

5.2 Recommendations

Through its projects, the City of Kigali should ensure the efficient, effective and responsible use of public resources as a basis for economic development and poverty eradication through improved service delivery. As a public entity, the City of Kigali should continuously ensure that it has financial control expertise to ensure organizational performance. Kigali City should ensure that departmental budgets match departmental revenues and expenditures to ensure organizational performance. To establish a culture of sound fiscal resource management, the City of Kigali should develop a detailed budget and use it as a guide. In addition, the agency has access to software that helps digitize and standardize annual financial reporting. Finally, the City of Kigali should track bills rather than wait to send them and keep personal and business finances separate.

REFERENCES

Al-Dioji, M. H., & Musa, E. A. (2022). Contextual Integration in Iraqi City Center Development Projects. *International Journal of Innovative Science, Engineering & Technology*, *9*(4), 182-197.

Allen, F., Otchere, I., & Senbet, L. W. (2011). African financial systems: A review. *Review of Development Finance, 1*(2), 79-113.

Anxo, D., & Karlsson, M. (2019). *Overtime work: A review of literature and initial empirical analysis*. International Labour Office, Inclusive Labour Markets, Labour Relations and Working Conditions Branch.

Atkinson, R. (1999). Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria. *International journal of project management*, *17*(6), 337-342.

Baffoe, G., Ahmad, S., & Bhandari, R. (2020). The road to sustainable Kigali: A contextualized analysis of the challenges. *Cities*, *105*, 102-138.

Bearman, P. S., Jones, J., & Udry, J. R. (1997). *The National Longitudinal Study of Adolescent Health: Research Design*. University of North Carolina, Carolina Population Center. http://www.cpc.unc.edu/projects/addhealth/design.html

Bosire, K. K. (2016). *The impact of integrated financial management information system (IFMIS) on financial probity in the public sector in Kenya* (Doctoral Dissertation, University of Nairobi).

Chepngetich, P. (2016). Effect of financial literacy and performance SMEs. Evidence from Kenya. *Evidence from Kenya*. *American Based Research Journal, 11* (2016), 26-35.

Chou, J. S., & Yang, J. G. (2012). Project management knowledge and effects on construction project outcomes: An empirical study. *Project Management Journal*, *43*(5), 47-67.

Dahl, O., Rundmo, T., & Olsen, E. (2022). The impact of business leaders' formal health and safety training on the establishment of robust occupational safety and health management systems: Three studies based on data from labour inspections. *International Journal of Environmental Research and Public Health*, *19*(3), 1269.

Dikko, M. (2016). Establishing construct validity and reliability: Pilot testing of a qualitative interview for research in Takaful (Islamic insurance). *The qualitative report*, *21*(3), 521-528.

Dossou-Yovo, A. (2016). *Business Environment and Small Business Growth: Does Confidence in the Business Environment Influence Small Business Owners' Intention to Grow and Growth Decisions?* United States Association for Small Business and Entrepreneurship. Conference Proceedings, GZ1. United States: United States Association for Small Business and Entrepreneurship.

Drees, J. M., & Heugens, P. P. (2013). Synthesizing and extending resource dependence theory: A meta-analysis. *Journal of management*, *39*(6), 1666-1698.

Evans, C., & Lambert, H. (2008). The limits of behaviour change theory: condom use and contexts of HIV risk in the Kolkata sex industry. *Culture, health & sexuality*, *10*(1), 27-41.

Furlong, I., Jin, X., & Osei-Kyei, R. (2017). A holistic review of research studies on financial risk management in public–private partnership projects. *Engineering, construction and architectural management*, *28*(9), 2549-2569.

Gallery, N., Newton, C., & Palm, C. (2011). Framework for assessing financial literacy and superannuation investment choice decisions. *Australasian Accounting, Business and Finance Journal*, *5*(2), 3-22.

Gawronski, B., & Creighton, L. A. (2013). Dual Process Theories. In B. Gawronski & L. A. Creighton (Eds.), *The Oxford Handbook of Social Cognition* (pp. 282-312). Oxford University Press.

Handoyo, B. R. M., & Bayunitri, B. I. (2021). The influence of internal audit and internal control toward fraud prevention. *International Journal of Financial, Accounting, and Management*, *3*(1), 45-64.

Hanna, S. D. (2011). The demand for financial planning services. *Journal of Personal Finance*, *10*(1), 36-62.

Heaton, S., Teece, D., & Agronin, E. (2023). Dynamic capabilities and governance: An empirical investigation of financial performance of the higher education sector. *Strategic Management Journal*, *44*(2), 520-548.

https://www.oag.gov.rw/fileadmin/REPORTS/Annual_Performance_Report_2023.pdf

Ionici, Octavian, & Evans C. (2023). Cash Management and Fraud Prevention. In *Working Capital Management: Concepts and Strategies* (pp. 183-202).

Jobe, J. B., & Mingay, D. J. (1990). Cognitive laboratory approach to designing questionnaires for surveys of the elderly. *Public Health Reports*, *105*(5), 518.

Kerzner, H. (2022). *Project management metrics, KPIs, and dashboards: a guide to measuring and monitoring project performance*. John Wiley & Sons.

Kim, J., Kang, C., & Hwang, I. (2012). A practical approach to project scheduling: considering the potential quality loss cost in the time–cost tradeoff problem. *International Journal of Project Management*, *30*(2), 264-272.

Koitaba, E., Waiganjo, M., & Wanyoike, S. (2015). An analysis of factors influencing financial control practices in community based organizations in Baringo County, Kenya. *Journal of Economics, Management and Trade*, *11*(2), 1–10. https://doi.org/10.9734/BJEMT/2016/20158

Konchar, M., & Sanvido, V. (1999). Seven steps to on-time delivery. *School Planning and Management*, *38*(6), 26-28.

Kunduru, A. R. (2023). Effective usage of artificial intelligence in enterprise resource planning applications. *International Journal of Computer Trends and Technology*, *71*(4), 73-80.

Masson, S., Jain, R., Ganesh, N. M., & George, S. A. (2016). Operational efficiency and service delivery performance: A comparative analysis of Indian telecom service providers. *Benchmarking: An International Journal*, *23*(4), 893-915.

Micheni, E. (2017). Analysis of the Critical Success Factors of Integrated Financial Management Information Systems in Selected Kenyan Counties. *Journal of Finance and Accounting*, *5*(5), 185-192.

Mishra, A.; Verma, D. & Sinha, K. K. (2011). The development and application of a process model for R&D project management in a high tech firm: A field study. *Journal of Operations Management*, *29*(5), 462-476.

Morris, J. L., Bernard, F., Bérubé, M., Dubé, J. N., Houle, J., Laporta, D., Morin, S. N., Perreault, M., Williamson, D., & Gélinas, C. (2021). Determinants of pain assessment documentation in intensive care units. Déterminants de la documentation de l'évaluation de la douleur dans les unités de soins intensifs. *Canadian journal of anaesthesia = Journal canadien d'anesthesie*, *68*(8), 1176–1184. https://doi.org/10.1007/s12630-021-02022-1

Murindahabi, C. (2016). The trajectory of public administration in Rwanda: an appraisal. *Public Policy and Administration*, *6*(4), 46-54.

Ndayisaba, O., & Mulungi, P. (2018). Effect of Resources Management on Project Success Implementation. A Case of Strengthening Livelihoods in Rural Rwanda Project. *International Journal of Research in Management, Economics and Commerce*, *8*(5), 32-41.

Nkurunziza, S. (2022). *Audit Standards 'Compliance and Efficiency of Government Agencies in Rwanda: A Survey of Government Agencies* (Doctoral dissertation, University of Rwanda).

Omollo, B. (2018). Public financial management reforms and fiscal policy-a qualitative content analysis of the impact of PFM reforms on country budget income in Sub-Sahara Africa: A case for Kenya and Rwanda. *OECD Journal on Budgeting*, *18*(1), 167-201.

Ovaska, T., & Takashima, R. (2006). Economic policy and the level of self-perceived well-being: An international comparison. *The Journal of Socio-Economics*, *35*(2), 308-325.

Pfeffer, J., & Salancik, G. R. (2003). *The External Control of Organizations: A Resource Dependence Perspective.* Stanford, CA: Stanford University Press.

Pride, W. M., Hughes, R. J., &Kapoor, J. R. (2018). *Foundations of business*. Cengage Learning.

Rezvani, A., & Khosravi, P. (2018). A comprehensive assessment of project success within various large projects. *The Journal of Modern Project Management*, *6*(1).

Saunders, M., Lewis, P., & Thornhill, A. (2016) *Research Methods for Business Students* (7th ed). Pearson, Harlow.

Sebestyen, Z. (2017). Further considerations in project success. *Procedia engineering*, *196*, 571-577.

Serrador, P., & Turner, J. R. (2014). The relationship between project success and project efficiency. *Procedia-Social and Behavioral Sciences*, *119*, 75-84.

Setyaningsih, P. R., & Nengzih, N. (2020). Internal Control, Organizational Culture, and Quality of Information Accounting to Prevent Fraud: Case Study from Indonesia's Agriculture Industry. *International Journal of Financial Research*, 11(4), 316-328.

Shahu, R., Pundir, A.K., & Ganapathy, L. (2012) An Empirical Study on Flexibility: A Critical Success Factor of Construction Projects. *Glob J Flex Syst Manag.*, *13*, 123–128.

Sounders, P. S. (2016). *Sampling of populations: methods and applications.* John Wiley & Sons.

Stratton, S. J. (2021). Population research: convenience sampling strategies. *Prehospital and disaster Medicine*, *36*(4), 373-374.

Sydow, J., Lindkvist, L., & DeFillippi, R. (2004). Project-based organizations, embeddedness and repositories of knowledge. *Organization studies*, *25*(9), 1475-1489.

Umulisa, A., Mbabazize, M., & Shukla, J. (2015). Effects of project resource planning practices on project performance of Agaseke project in Kigali, Rwanda. *International Journal of Business and Management Review*, *3*(5), 29-51.

Wickham, H., & Wickham, H. (2016). *Data analysis* (pp. 189-201). Springer International Publishing.