

# International Journal of Entrepreneurship and Project Management (IJEPM)

**Project Management Capabilities and Project Performance of François-Xavier  
Bagnoud Village Project**

Apollinarie Mukashyaka and Malgit Amos Akims, PhD

**Project Management Capabilities and Project Performance of François-Xavier Bagnoud Village Project**



<sup>1\*</sup>Apollinarie Mukashyaka

School of Business Administration, Mount Kenya University, Rwanda



<sup>2</sup>Malgit Amos Akims, PhD

School of Business Economics, Mount Kigali University, Rwanda

**Article History**

*Received 9<sup>th</sup> May 2025*

*Received in Revised Form 13<sup>th</sup> June 2025*

*Accepted 18<sup>th</sup> July 2025*



**Abstract**

**Purpose:** The purpose of this project is to determine the impact of project management capabilities on the performance of FXB Village Project.

**Methodology:** A descriptive study design was used with a quantitative approach. The study focused on 292 employees of FXB Village Project. The sample has been obtained based on Yamane formula and the calculation gave 168 employees. Data was analyzed using SPSS version 22.

**Findings:** The results indicate a weak positive correlation ( $R = 0.330$ ) between the predictors and project performance, with the combined influence of the three predictors explaining 10.9% of the variance ( $R^2 = 0.109$ ). This suggests that while these factors do contribute to performance, most of the variability is influenced by other unaccounted-for factors. The analysis of the model's statistical significance, as indicated by the F-statistic (6.675) and its significance level (Sig. = 0.000), confirms that the regression model is valid and that the predictors collectively influence project performance. In conclusion, the regression analysis demonstrates that while overall planning and stakeholder management are significant contributors to the success of the FXB Village Project, team competence appears to be a less influential factor in this context.

**Unique Contribution to Theory, Practice and Policy:** The study recommends enhancing focus on project planning and investing in stakeholder engagement and management in community-based projects.

**Keywords:** *Project Management Capabilities, Project Performance, François-Xavier Bagnoud Village Project*

©2025 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license

<http://creativecommons.org/licenses/by/4.0>

## INTRODUCTION

Globally, organizations with strong project management capabilities tend to experience better project outcomes, including increased efficiency, reduced costs, and higher stakeholder satisfaction (Brown & Chen, 2021). Project management capabilities, defined as the ability to effectively apply knowledge, skills, tools, and techniques to meet project requirements, are critical determinants of project performance worldwide (Project Management Institute, 2021). These capabilities ensure that projects meet their objectives in terms of scope, schedule, cost, quality, and stakeholder engagement.

One notable organization implementing complex development projects globally is FXB International, a non-governmental organization founded in 1989. FXB works to reduce extreme poverty through integrated interventions in health, education, economic empowerment, and housing. Its flagship FXB Village Model is implemented in multiple countries including Rwanda, Kenya, and India, and relies heavily on effective project management to ensure community self-sufficiency and long-term impact (FXB, 2023).

In developed countries, the maturity of project management practices is enhanced by access to sophisticated methodologies and tools such as PRINCE2, Agile, and advanced software platforms (Karim et al., 2022). Studies confirm that organizations in these contexts invest significantly in project management training and the establishment of project management offices (PMOs), resulting in fewer failures and higher returns on investment (Kumar et al., 2022). For example, a study in the United Kingdom found that over 75% of organizations using structured project methodologies completed their projects on time and within budget (Brown & Chen, 2021).

In contrast, the project management landscape across Africa remains varied and challenging. Countries face limitations such as political instability, inadequate infrastructure, and constrained human and financial resources, all of which negatively affect project performance (Lee & Park, 2022). Nonetheless, there is growing momentum toward adopting international project management standards, with increased training programs and policy support across the continent (Smith & Turner, 2021). Kenya, for instance, has seen progress in integrating project management frameworks within public sector projects, but still grapples with resource allocation and stakeholder coordination issues (Zhang et al., 2023).

In Rwanda, project management capabilities are increasingly seen as essential to achieving national development objectives outlined in Vision 2020 and Vision 2050 (Republic of Rwanda, 2024). The government, in collaboration with development partners like FXB, has prioritized capacity-building and introduced systems such as the Project Management Information System (PMIS) and institutions like the Rwanda Management Institute to strengthen project execution (Niyonsenga & Nshimiyimana, 2022). However, persistent challenges such as funding limitations, bureaucratic delays, and skill shortages continue to hinder the full realization of project goals.

The FXB Village Project in Rwanda serves as a pertinent example of how project management capabilities can influence project performance. Implemented by FXB Rwanda, this initiative adopts a holistic approach to community development, integrating health services, education, economic empowerment, and housing to lift families out of extreme poverty (FXB, 2023). The complexity and breadth of the Village Project necessitate a high level of coordination, planning, and monitoring—making project management capabilities a crucial factor in its success.

While Rwanda has made strides in infrastructure development and poverty reduction, the sustainability and scalability of projects like those by FXB depend significantly on how well they are managed. Studies by Mukamana and Uwase (2023) emphasize that even with a sound project model, performance outcomes are heavily influenced by the project team's capacity to manage timelines, budgets, and stakeholder expectations effectively.

In sum, the global discourse consistently supports the positive relationship between project management capabilities and project performance. While developed countries leverage advanced systems and frameworks, African contexts, including Rwanda, are still working to bridge capability gaps. The FXB Village Project represents a real-world application of this challenge, highlighting the need for improved project management practices to ensure long-term development success. Therefore, this study seeks to assess the impact of project management capabilities on project performance within the FXB Village Project in Rwanda.

### **Problem Statement**

Despite significant investments and well-intentioned interventions, many development projects in Rwanda struggle to achieve sustained impact due to gaps in project management capabilities. The FXB Village Project, which seeks to alleviate poverty through integrated interventions in health, education, housing, and economic empowerment, is no exception. While the project has made short-term improvements in areas such as household income, child school attendance, and access to healthcare (FXB, 2023), these gains often lack sustainability. Communities continue to face poverty-related challenges, including unemployment, food insecurity, and limited access to basic services.

This persistent gap between planned objectives and actual long-term outcomes raises critical questions about the effectiveness of project management processes within FXB operations. Specifically, issues related to planning, resource allocation, monitoring and evaluation, stakeholder coordination, and risk management may be undermining the project's performance. These project management deficiencies are often manifested in missed deadlines, cost overruns, inconsistent service delivery, and limited community ownership (Mukamana & Uwase, 2023; Smith & Turner, 2021).

Project performance—measured through key indicators such as timeliness of implementation, adherence to budget, quality of delivered services, achievement of intended outcomes, and stakeholder satisfaction—is closely tied to the project team's management capabilities (Project Management Institute, 2021; Brown & Chen, 2021). In the case of FXB Rwanda, the lack of a structured project management framework, limited use of project management tools, and inconsistent monitoring mechanisms may be contributing to inefficiencies and underperformance.

Therefore, this study aims to examine how project management capabilities, including planning, execution, monitoring, and stakeholder engagement, impact the performance of the FXB Village Project in Rwanda. By identifying gaps and inefficiencies in current project management practices, the study seeks to propose actionable strategies to enhance project outcomes and ensure that development gains are not only achieved but sustained over time.

### **Research Objectives**

#### **General Objectives**

The general objective of this study is to determine the impact of project management capabilities on project performance of FXB Village Project.



## Specific Objectives

- i. To evaluate the effect of project planning on the performance of FXB Village Project;
- ii. To assess the effect of stakeholder management on the performance of FXB Village Project;
- iii. To analyze the effect of project team competence on the performance of FXB Village Project.

## LITERATURE REVIEW

### Theoretical Review

Contingency Theory, developed by Fred Fiedler in the mid-1960s, posits that there is no single best way to manage a project or organization. Instead, the effectiveness of leadership styles, organizational processes, and project execution depends on situational factors such as the task structure, environmental uncertainty, available resources, and the capabilities of team members (Fiedler, 2022). This theory underscores the need for flexibility and adaptability in decision-making, especially in dynamic development environments where contextual variables change rapidly. In project management, measurable elements of this theory include decision-making responsiveness, risk mitigation strategies, and real-time resource reallocation based on situational assessments (Karim et al., 2022).

Stakeholder Theory, introduced by R. Edward Freeman in 1984, shifts the focus from shareholders to a broader group of stakeholders who affect or are affected by the organization's operations. In development projects like the FXB Village Project, stakeholders include local beneficiaries, government agencies, donors, community leaders, and implementing staff. This theory promotes inclusive planning, stakeholder mapping, engagement strategies, and conflict resolution mechanisms to enhance legitimacy and sustainability (Freeman, 2021; PMI, 2021). Measurable project management variables under this theory include stakeholder satisfaction scores, participation levels, and feedback integration rates (Brown & Chen, 2021).

While both theories provide valuable insights, Stakeholder Theory is particularly applicable in the Rwandan development context, where local ownership, participatory decision-making, and multi-stakeholder collaboration are critical for project success (Mukamana & Uwase, 2023). Rwanda's emphasis on community engagement through structures like *Umuganda* (community service), *Ubudehe* (community-based targeting), and decentralized governance frameworks resonates strongly with the principles of Stakeholder Theory (Republic of Rwanda, 2024).

However, Contingency Theory also holds relevance in Rwanda's rapidly evolving development landscape, where project managers must navigate unpredictable political, financial, and infrastructural challenges. The ability to adapt project plans to local needs, sudden policy changes, or resource constraints is crucial (Adams & Badu, 2022). For instance, in rural FXB Villages, challenges such as limited road access or seasonal income fluctuations may require context-sensitive adjustments in implementation timelines and resource use (Lee & Park, 2022).

Both theories originate in Western organizational contexts, often assuming stable institutional environments and predictable stakeholder dynamics. In contrast, many African settings, including Rwanda, operate within more fluid, communal, and sometimes informal socio-economic structures, which these models may not fully capture (Moyo & Chikodzi, 2023). For example, power dynamics among community leaders, informal social norms, or culturally

embedded decision-making practices can significantly influence project outcomes but are not explicitly accounted for in these frameworks (Smith & Turner, 2021).

Moreover, Western theories tend to emphasize individualism and formal stakeholder relationships, whereas African systems often prioritize collective welfare and relational accountability. This can lead to a mismatch in stakeholder engagement strategies if local values such as *Ubuntu*, which emphasizes human interdependence and compassion, are overlooked (Mbigi, 2005; Nkomo, 2011).

To address these gaps, scholars have proposed Afrocentric or hybrid management models that incorporate African values and organizational dynamics. For instance, Mbigi's Ubuntu-based leadership model emphasizes shared vision, empathy, and communal problem-solving, which aligns well with stakeholder-driven development projects like FXB (Mbigi, 2005). Similarly, the African Management Development Institutes Network (AMDIN) advocates for leadership models grounded in contextual realities such as post-colonial governance structures, communal decision-making, and localized accountability frameworks (AMDIN, 2020).

Incorporating such contextualized models could enhance the FXB Village Project's outcomes by ensuring that project management practices are culturally grounded, locally responsive, and socially inclusive (Moyo & Chikodzi, 2023).

## **Empirical Review**

### **Project Planning and Project Performance**

Project planning is a critical phase in the project management lifecycle, significantly influencing project success and effectiveness. The following empirical studies explore various aspects of how project planning impacts project outcomes. The first study was conducted by Akinci and Sadikoglu (2021) on the Impact of Project Planning on Construction Project Success: A Case Study of Turkish Construction Firms. This study investigates the effect of project planning on the success of construction projects in Turkey. Using a sample of 150 construction firms, the researchers employed a quantitative approach to assess the relationship between planning practices and project outcomes. The findings indicate that comprehensive project planning, including detailed scheduling, resource allocation, and risk management, significantly enhances project success. The study highlights that firms with structured planning processes experience fewer delays and cost overruns compared to those with less rigorous planning.

The second study was done by Cheng *et al.* (2022) on Project Planning and Performance: Evidence from IT Projects in China. This study explores the relationship between project planning and performance in the IT sector in China. The researchers conducted surveys with 200 IT project managers and analyzed the data using structural equation modeling. The results demonstrate that effective project planning, particularly in defining project scope, objectives, and timelines, leads to better project performance. The study underscores the importance of strategic planning in enhancing project efficiency and achieving desired outcomes.

The third study was conducted by El-Sayegh (2021) on the Influence of Project Planning on Project Performance in the UAE Construction Industry. El-Sayegh's research examines how project planning affects performance in the UAE's construction industry. The study involved 100 construction projects and utilized both qualitative and quantitative methods to gather data. Findings reveal that meticulous project planning, including the development of detailed project

plans and schedules, is strongly correlated with improved project performance. Projects with thorough planning stages reported higher levels of stakeholder satisfaction and project success.

The fourth study was done by Kharbanda and Pinto (2022) on Project Planning and Its Impact on Project Success: A Study of Nonprofit Organizations. This study focuses on the role of project planning in nonprofit organizations. Analyzing 75 projects across various nonprofits, Kharbanda and Pinto found that effective planning significantly affects project outcomes. The study highlights those nonprofits with well-defined project plans, including clear goals, timelines, and resource allocations, are more likely to achieve project success. The research emphasizes the need for strategic planning to navigate the unique challenges faced by nonprofit organizations.

### **Stakeholder Management and Project Performance**

Stakeholder management is crucial in ensuring project success by identifying and addressing the needs and expectations of individuals or groups affected by the project. The following empirical studies explore various aspects of how stakeholder management influences project outcomes. The first study was done by Aaltonen and Kujala (2022) on Stakeholder Management in Large Infrastructure Projects: Evidence from Finland. This study examines stakeholder management practices in large infrastructure projects in Finland.

Through qualitative interviews with project managers and stakeholders, Aaltonen and Kujala find that proactive stakeholder engagement, including regular communication and feedback mechanisms, significantly contributes to project success. Effective stakeholder management helps in mitigating risks, managing conflicts, and aligning stakeholder expectations with project goals. The second study was done by Garcia and Adams (2021) on The Impact of Stakeholder Engagement on Project Success: A Study of IT Projects in the United States. Garcia and Adams explore the role of stakeholder engagement in the success of IT projects in the United States. Using survey data from 120 IT project managers, the study reveals that active engagement with stakeholders, including regular updates and involvement in decision-making processes, is strongly associated with project success.

The study highlights that effective stakeholder management practices lead to higher project satisfaction and better alignment of project deliverables with stakeholder expectations. The third study was done by Li and Ng (2023) on Managing Stakeholder Expectations in Healthcare Projects: Insights from Hong Kong. This research investigates how stakeholder expectations are managed in healthcare projects in Hong Kong. The study uses case studies and interviews with healthcare project managers to assess stakeholder management strategies. Li and Ng find that understanding and addressing stakeholder expectations through regular consultations and transparent communication is crucial for project success. The study emphasizes that effective stakeholder management reduces conflicts and enhances project outcomes in the healthcare sector.

### **Team Competence and Project Performance**

Team competence, encompassing the skills, knowledge, and abilities of project team members, is crucial for effective project execution and overall success. The following empirical studies explore how team competence impacts project outcomes: The first study was done by Drost and Novak (2022) on Team Competence and Project Success: Evidence from Technology Startups. Drost and Novak examine the impact of team competence on project success in technology startups. Their study, involving surveys of 75 startup teams, finds that high levels of team competence, including technical skills, problem-solving abilities, and collaborative

skills, are strongly associated with successful project outcomes. The research highlights that competent teams are better equipped to handle project challenges, innovate, and deliver high-quality results.

The second study was done by Huang et al. (2021) on the Influence of Team Competence on Project Performance in the Construction Industry. Huang and colleagues explore the role of team competence in project performance within the construction industry. By analyzing data from 90 construction projects, they find that team competence, including technical expertise and teamwork skills, significantly impacts project performance metrics such as cost, time, and quality. The study emphasizes that well-trained and skilled teams are crucial for meeting project deadlines and maintaining quality standards.

The third study was conducted by Khan and Ali (2023) on Effect of Team Competence on Project Success in Healthcare Projects. Khan and Ali investigate how team competence affects project success in healthcare projects. Their research, based on surveys of 50 healthcare project teams, shows that team competence in areas such as medical knowledge, project management skills, and communication significantly influences project success. The study finds that competent teams are better at managing project complexities and achieving desired healthcare outcomes.

Despite growing evidence that team competence significantly influences project performance, most existing studies have been conducted in high-income or sector-specific contexts such as technology, construction, and healthcare (Drost & Novak, 2022; Huang et al., 2021; Khan & Ali, 2023). There is a notable lack of empirical research exploring this relationship in Sub-Saharan Africa, particularly within integrated, community-based development projects like those implemented by FXB in Rwanda. Moreover, current studies rarely assess the impact of team competence on long-term outcomes such as sustainability, community ownership, or poverty alleviation—key success indicators in the Rwandan development context.

Additionally, the theoretical frameworks used in existing literature largely reflect Western perspectives, with minimal attention to African management models such as Ubuntu, which emphasize collective responsibility, empathy, and community cohesion. This gap limits the cultural relevance and practical applicability of existing findings in the Rwandan setting. Future studies should therefore focus on localized definitions and measures of team competence, incorporating Afrocentric management approaches and broader variables, including emotional intelligence, cultural competence, and interdisciplinary teamwork, tailored to the realities of development projects in Rwanda.

## **METHODOLOGY**

A descriptive study design was used with a quantitative approach. The study focused on 292 employees of FXB Village Project. The sample has been obtained based on Yamane formula and the calculation gave 168 employees. Data was analyzed using SPSS version 22. A descriptive statistic was carried out. The findings were presented in tables. Prior to conducting this study, ethical clearance was given from Mount Kenya University. Permission from FXB was obtained prior to the beginning of data collection. Participation in this study was voluntary. The information sheet and consent form was translated into Kinyarwanda. A signed consent form from the participant was kept. Participants who refused to consent were excluded. The data was kept confidential and there was no risk intended to happen during the implementation of this study.



## RESULTS

The data analysis of the study was based on model summary, analysis of variance and multiple regression analysis.

**Table 1: Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330 <sup>a</sup>	.109	.093	1.153

a. Predictors: (Constant), Overall Planning, Overall Stakeholder Management, Overall Team Competence

*Source: Primary Data (2024)*

The table provides insights into the strength and predictive power of the relationship between project management capabilities (planning, stakeholder management, and team competence) and the performance of the FXB Village Project. Based on the findings in Table 4.6, the R-value of 0.330 indicates a weak positive correlation between the predictors (overall planning, stakeholder management, and team competence) and project performance. While the relationship exists, it is not strong. The R Square value of 0.109 suggests that 10.9% of the variation in project performance can be explained by the combined influence of planning, stakeholder management, and team competence. This means that most of the variability (89.1%) is influenced by factors not included in the model.

The adjusted R Square value of 0.093 accounts for the number of predictors in the model and provides a more accurate measure of the explanatory power. It indicates that about 9.3% of the variance in project performance is attributable to the predictors, slightly lower than the R Square due to the adjustment for model complexity. The standard error of 1.153 represents the average deviation of observed values from the predicted values. A smaller SEE would indicate more precise predictions, but this relatively high value suggests room for improvement in the model's accuracy.

The model demonstrates a weak but statistically relevant relationship between project management capabilities and project performance. The predictors (planning, stakeholder management, and team competence) collectively explain a small portion (10.9%) of the variation in performance. This finding highlights the need for additional factors or variables to fully capture the determinants of project performance in the FXB Village Project.

**Table 2: ANOVA**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.643	3	8.881	6.675	.000 <sup>a</sup>
	Residual	218.208	164	1.331		
	<b>Total</b>	<b>244.851</b>	<b>167</b>			

a. Predictors: (Constant), Overall Planning, Overall Stakeholder Management, Overall Team Competence

b. Dependent Variable: Overall Performance

*Source: Primary Data (2024)*

The ANOVA table examines whether the independent variables, overall planning, stakeholder management, and team competence, collectively have a statistically significant impact on the overall performance of the FXB Village Project. The results provide valuable insights into the strength and validity of the regression model used in the study. The sum of squares indicates the variation in project performance explained and unexplained by the model. The regression sum of squares (26.643) represents the portion of the total variation in project performance that is explained by the predictors. The residual sum of squares (218.208) reflects the unexplained variation, which is attributed to factors outside the scope of this model. The total sum of squares (244.851) combines both explained and unexplained variations, representing the total variability in project performance.

The degrees of freedom (df) are divided into regression (3) and residual (164), with the total being 167. The three degrees of freedom for regression correspond to the three predictors in the model (overall planning, stakeholder management, and team competence). The residual degrees of freedom result from the total sample size (168) minus the number of predictors and the intercept. The mean square values represent the average variation explained by the predictors (8.881) and the average unexplained variation (1.331). These values are critical in calculating the F-statistic, which tests the significance of the model. The F-statistic (6.675) indicates the ratio of explained to unexplained variation. A higher F-value suggests that the predictors significantly contribute to explaining the dependent variable. In this case, the F-value demonstrates that the regression model performs well in explaining project performance.

Finally, the significance value (Sig.) is 0.000, which is less than the 0.05 threshold for statistical significance. This confirms that the regression model is statistically significant, meaning that overall planning, stakeholder management, and team competence collectively have a meaningful effect on the performance of the FXB Village Project. In sum, the ANOVA results confirm the validity of the regression model and highlight the importance of the selected predictors in influencing project performance. This underscores the critical role of project management capabilities in determining the success of the FXB Village Project.

**Table 3: Coefficients**

		<b>Coefficients<sup>a</sup></b>			<b>t</b>	<b>Sig.</b>
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>		
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	2.120	.477		4.441	.000
	Overall Planning	.663	.188	.274	3.516	.001
	Overall Stakeholder Management	.328	.129	.191	2.531	.012
	Overall Team Competence	.001	.128	.001	.010	.992

a. Dependent Variable: Overall Performance

Source: Primary Data (2024)

Table 3 presents the coefficients for the regression analysis, which provide detailed insights into the relationship between the independent variables (overall planning, stakeholder management, and team competence) and the dependent variable (overall performance) of the FXB Village Project. The table displays both unstandardized and standardized coefficients, along with their respective t-values and significance levels (Sig.). The unstandardized

coefficient for the constant is 2.120 with a standard error of 0.477. This means that when all predictors (overall planning, stakeholder management, and team competence) are zero, the overall performance of the project is expected to be 2.120 units. The t-value for the constant is 4.441, and the significance value is 0.000, indicating that the constant term is statistically significant.

The unstandardized coefficient for overall planning is 0.663 with a standard error of 0.188. This suggests that for each unit increase in overall planning, the overall performance of the FXB Village Project increases by 0.663 units, holding other variables constant. The standardized coefficient (Beta) for overall planning is 0.274, indicating a moderate positive impact on overall performance. The t-value is 3.516, and the significance level is 0.001, which is less than 0.05, suggesting that overall planning has a statistically significant positive effect on project performance.

The unstandardized coefficient for stakeholder management is 0.328 with a standard error of 0.129. This means that for each unit increase in stakeholder management, the overall project performance is expected to increase by 0.328 units. The standardized coefficient (Beta) for stakeholder management is 0.191, indicating a relatively smaller but still positive effect on project performance. The t-value is 2.531, and the significance level is 0.012, which is less than 0.05, indicating that stakeholder management also significantly influences project performance.

The unstandardized coefficient for team competence is 0.001 with a standard error of 0.128, which suggests that team competence has a very minimal impact on overall performance, with a change of only 0.001 units for each unit increase in team competence. The standardized coefficient (Beta) is 0.001, further confirming the negligible effect. The t-value is 0.010, and the significance level is 0.992, which is much higher than 0.05. This indicates that team competence does not have a statistically significant impact on the overall performance of the project.

In sum, the regression analysis reveals that overall planning and overall stakeholder management are both significant predictors of the FXB Village Project's performance. These variables positively influence the project's success, with overall planning having the stronger effect. However, overall team competence does not significantly affect project performance, as indicated by its very low unstandardized coefficient and a significance level far above 0.05. This suggests that while team competence is important, it might not be as crucial as planning and stakeholder management in this context.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

The study assessed the impact of three main components, project planning, stakeholder management, and project team competence, on the performance of the FXB Village Project in 2024. Firstly, regarding project planning, respondents generally expressed positive views on the clarity of the project's objectives and the level of detail in the work breakdown structure. Project scheduling practices were also perceived as effective. However, there were concerns about the efficient allocation of resources and alignment of the budget with project expenditures. The risk management component was viewed as inadequate, suggesting a need for stronger planning in this area.

Secondly, in terms of stakeholder management, communication with stakeholders emerged as a major strength, reflecting openness and effective information sharing. However, significant weaknesses were noted in incorporating stakeholder feedback into project decisions and tailoring engagement strategies to different stakeholder groups. Moderate satisfaction was observed with stakeholder identification, conflict resolution mechanisms, and transparency in reporting.

Lastly, in relation to project team competence, the team was generally considered to possess the necessary skills and showed strong leadership. Roles and responsibilities were clearly defined, which likely contributed to effective performance. Nonetheless, training programs were seen as less effective, and there were notable concerns about team collaboration, adaptability, and problem-solving capabilities. These findings suggest a need to strengthen team cohesion and capacity development to support ongoing performance.

In conclusion, the regression analysis demonstrates that while overall planning and stakeholder management are significant contributors to the success of the FXB Village Project, team competence appears to be a less influential factor in this context. The findings underscore the importance of effective planning and stakeholder engagement in enhancing project outcomes, while suggesting that team competence may not be as critical in community-based projects where coordination and planning take precedence.

### **Recommendations**

Based on the findings, it is recommended that future projects place greater emphasis on strategic and detailed project planning. This includes clearly defining objectives, allocating resources effectively, setting realistic timelines, and using structured tools like work breakdown structures. Strengthening the planning phase can enhance execution and contribute significantly to overall project performance.

Stakeholder engagement should be prioritized through proactive identification, open communication, and meaningful feedback mechanisms. Projects are more likely to succeed when stakeholders are actively involved and their concerns are addressed throughout the project lifecycle. This approach helps reduce conflict and ensures alignment with community needs and expectations.

While team competence had a limited impact on performance in this case, future projects should tailor team development efforts to the project type. For community-based initiatives, coordination and stakeholder management may be more important than technical expertise. However, for more specialized projects, targeted skills and training should be prioritized. Flexibility in team development based on project demands is essential.



## REFERENCES

- Aaltonen, K., & Kujala, J. (2022). Stakeholder management in large infrastructure projects: Evidence from Finland. *International Journal of Project Management*, 40(3), 200–212.
- Adams, T., & Badu, E. (2022). Project management in developing countries: Contextual challenges and opportunities. *African Journal of Development Studies*, 15(2), 105–122.
- African Management Development Institutes Network (AMDIN). (2020). *Strengthening public sector leadership and management capacity in Africa*. Retrieved from <https://amdin.africa>
- Baker, B., Murphy, D., & Fisher, D. (2022). *The definitive guide to project management*. Routledge.
- Bass, B. M., & Riggio, R. E. (2021). *Transformational leadership*. Routledge.
- Bennis, W., & Nanus, B. (2021). *Leaders: Strategies for taking charge*. Harper & Row.
- Bourne, L., & Walker, D. H. T. (2021). *Managing stakeholders for project success*. Routledge.
- Bridgman, P., & Mitchell, G. (2021). Infrastructure challenges in development projects. *Development Policy Review*, 39(3), 457–471.
- Brown, J., & Chen, L. (2021). Project performance metrics and strategic alignment in NGOs. *International Journal of Project Management*, 39(3), 210–225.
- Brown, T., & Chen, L. (2021). Project management capabilities and organizational performance: Evidence from the NGO sector. *International Journal of Project Management*, 41(1), 78–89.
- Brown, T., & Chen, L. (2021). The impact of project management tools on NGO project performance. *Journal of Nonprofit Management*, 14(3), 45–62.
- Chen, J., Yang, Y., & Zhao, M. (2021). The role of project planning in poverty alleviation projects. *Journal of Development Studies*, 57(3), 471–489.
- Chen, L., Zhang, H., & Wang, J. (2022). The role of stakeholder engagement in project success: Insights from construction projects. *Journal of Construction Engineering and Management*, 148(5), 04022013.
- Cheng, L., Xu, Y., & Zhang, L. (2022). Project planning and performance: Evidence from IT projects in China. *Journal of Information Technology Management*, 33(2), 112–126.
- Drost, D., & Novak, M. (2022). Team competence and project success: Evidence from technology startups. *Journal of Technology Management*, 41(2), 113–126.
- El-Sayegh, S. (2021). The influence of project planning on project performance in the UAE construction industry. *Construction Management and Economics*, 39(8), 645–658.
- Eskerod, P., & Jepsen, A. L. (2022). *Stakeholder engagement in projects*. Routledge.
- Fayol, H. (1949). *General and industrial management*. Pitman Publishing.
- Fiedler, F. E. (2022). *A theory of leadership effectiveness* (4th ed.). McGraw-Hill.
- Freeman, R. E. (2021). *Strategic management: A stakeholder approach*. Cambridge University Press.
- Harris, R., & Barton, A. (2022). Stakeholder engagement strategies in community development projects. *Community Development Journal*, 58(1), 88–103.

- Jackson, J., & Ahmed, N. (2021). Cultural barriers and community engagement in development projects. *Cultural Dynamics*, 33(4), 367–384.
- Jiang, J. J., & Klein, G. (2021). *Project management: A systems approach*. Springer.
- Karim, S., Toure, M., & Wanjiru, M. (2022). Adaptive leadership and contingency approaches in East African project implementation. *Journal of African Management Research*, 8(1), 44–59.
- Kerzner, H. (2021). *Project management: A systems approach to planning, scheduling, and controlling*. Wiley.
- Larson, E. W., & Gray, C. F. (2021). *Project management: The managerial process*. McGraw-Hill Education.
- Lee, C., & Mitchell, T. R. (2022). *Organizational behavior: Managing people and organizations*. Pearson.
- Lee, J., & Park, M. (2022). Development project performance and the role of context in sub-Saharan Africa. *Development Policy Review*, 40(1), e12535.
- Lee, S., & Johnson, M. (2022). Team competence and its impact on project delivery in IT projects. *International Journal of Project Management*, 40(6), 432–445.
- Li, H., & Ng, S. (2023). Managing stakeholder expectations in healthcare projects: Insights from Hong Kong. *Healthcare Management Review*, 48(2), 150–162.
- Mackenzie, S., & McKinnon, J. (2021). Economic constraints in development project implementation. *Project Management Journal*, 52(5), 632–645.
- Mbigi, L. (2005). *The spirit of African leadership*. Knowledge Resources Publishing.
- Meredith, J. R., & Mantel, S. J. (2021). *Project management: A managerial approach*. Wiley.
- Morris, P. W. G., & Pinto, J. K. (2021). *The Wiley guide to managing projects*. Wiley.
- Moyo, T., & Chikodzi, D. (2023). Contextualizing project management in Africa: Bridging the gap between theory and practice. *African Journal of Business and Development*, 14(1), 77–93.
- Mukamana, J., & Uwase, D. (2023). Evaluating project outcomes in Rwanda's community development sector. *Rwanda Journal of Social Sciences*, 10(1), 50–67.
- Nkomo, S. M. (2011). A postcolonial and anti-colonial reading of “African” leadership and management in organization studies: Tensions, contradictions and possibilities. *Organization*, 18(3), 365–386.
- Northouse, P. G. (2022). *Leadership: Theory and practice*. Sage Publications.
- Ogunlana, S., & Kazi, T. (2021). Project management best practices and development outcomes. *Project Management Journal*, 52(6), 686–702.
- Olander, S., & Landin, A. (2022). Stakeholder impact analysis in construction project management. *Construction Management and Economics*, 40(1), 12–22.
- Parker, S. K., & Axtell, C. M. (2021). Building better workplaces: The role of organizational support. *Academy of Management Review*, 46(2), 249–263.
- Project Management Institute. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). PMI.

- Pritchard, C., Manz, C., & Ashford, S. (2021). Overcoming infrastructure limitations in low-income settings. *Infrastructure Development Review*, 48(1), 92–110.
- Republic of Rwanda. (2024). *Vision 2050: Transforming Rwanda for prosperity and inclusion*. Kigali: Ministry of Finance and Economic Planning.
- Schwalbe, K. (2021). *Information technology project management*. Cengage Learning.
- Smith, J., & Turner, K. (2021). Stakeholder influence and resource challenges in African development projects. *Journal of International Development*, 33(5), 798–815.
- Turner, J. R., & Müller, R. (2021). *The handbook of project-based management*. McGraw-Hill Education.
- Zhang, L., Zhao, Y., & Xu, H. (2023). Organizational culture and project management success in nonprofits. *International Journal of Project Management*, 42(2), 143–158.
- Zwikael, O., & Smyrk, J. (2021). *Project management for the creation of organisational value*. Springer.