

REGIONAL REPORT – RWANDA

**Project Management Update from Kigali**

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Introduction

Projects and project management are taking root in Rwanda. But although there is increasing number of projects, project management professionalization is taking off slowly. That is why you will not find a lot of news from Rwanda like in other countries.

PM Profession News***PM training and certification***

Project Management professionalization is taking root in Rwanda. As of end June 2010, two PMP trainings have been conducted by a consultancy firm from Kenya. In the next few months, a number of Rwandans are planning to sit for the PMP Exam. The nearest testing centres are in Kampala and Nairobi. We are likely going to have a good number of PMPs in Rwanda before the end of next year- 2011. This is going to be an important milestone in project management professionalization in the country. We hope we will have some form of Project Management Association in Rwanda by 2012.

Local leaders take part in development projects

In this piece, I also wanted to share with our readers some innovations in project management. In Rwanda, a practice has been started where leadership organs outside the direct management of community projects take part in the monitoring

of community development projects. In a district for example, we have District Advisory Councils who conduct regular monitoring visits to implemented projects to ensure that projects are contributing to improved livelihoods in the assisted communities. This increases accountability on the side of the local government and the staff involved in direct project implementation. I think, project management practitioners should consider increasing opportunities for community members and community representatives in the monitoring and evaluation of their projects. At the moment, it seems they have only been consulted without them having a deeper involvement in the field.

Other News Affecting Projects & Project Management

Projects likely to increase in 2011

Rwanda is likely to experience increased number of projects. It is two weeks ago that Rwanda's Minister of Finance and Economic Planning presented the 2010/2011 budget to Parliament. In this budget the allocation for capital expenditure increased significantly by 11% from RWF 356 billion (USD 0.6 billion) to RWF 404 billion (USD 0.69 billion). This was driven exclusively by domestically financed capital which increases from RWF 161 billion (USD 0.28 billion) to RWF 224.3 billion (USD 0.39 billion).

The increase in capital investments is by no means going to steer economic growth and this continues to strengthen the importance of projects and the project management profession not only in Rwanda but worldwide.

Issues affecting projects' implementation in Rwanda

As I shared in my first article, Rwanda has established a Central Public Investments and External Finance Bureau (CEPEX). This bureau acts like a Project Management Office for Rwanda. The bureau published a quarterly report on the performance of projects in the country. The report compiles information around the following key areas:

- The first part summarizes the progress in the implementation of the development projects.
- The second part reflects a list of all development projects that are implemented off-budget.
- The third part summarizes the progress on project implementation by source of financing.
- The fourth part highlights key general issues that affect the implementation of projects.

In this issue I thought it is important to share with the rest of project management practitioners some of the general issues that affect implementation of projects in Rwanda. They are:

- Inadequate skills/experience in project management function.
- Frequent changes in project management personnel.
- Difficulties in coordinating multiple implementing agencies requiring the establishment of Single Project Implementation Unit.
- Lack of ownership by beneficiaries and decentralized entities of project deliverables.
- Lack of Monitoring and Evaluation Specialists in different projects.
- Lack of baseline data for monitoring project performance indicators.

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Isaac Nyarwaya is an International Correspondent for **PMForum** and **PM World Today** in Rwanda. He has over 9 years of project management experience in the NGO sector, United Nations Office for Project Services (UNOPS), and recently in the private sector. He holds a Bachelors Degree in Management with Distinction from the National University of Rwanda and a Masters in Business Administration (MBA) in Project Management from the Maastricht School of Management. He also has a PRINCE2 (Foundation) Certification and is scheduled to sit for the PMP exam this year. He has been a member of the Project Management Institute (PMI) since 1997. Mr. Nyarwaya is in the process of establishing the Centre for Project Management Excellence (CPME Ltd) in Kigali to conduct project management related consultancy, training, research and publication. He is also a visiting lecturer at the Independent Institute of Lay Adventists of Kigali (INILAK). Isaac is committed to promoting professional project management in Rwanda and he dreams of having many certified project managers and a professional project management body in the country one day. Isaac Nyarwaya can be contacted at cpme.rwanda@gmail.com.