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Chief Editor

Avdhesh S Jha

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EDITORIAL

Does humanity prevail? Is economy the only need and can we remain human only with economic development? What is the status of the physical, social, mental, emotional, aesthetical or spiritual health of each of us in the current scenario? There are many more questions that come up and each of it is a severe indepth research opportunity and we invite such researches. For this March issue, I am happy to say that researchers are researchers all the time. This issue comes up with several topics like management practices; supply chain projects; citizens engagement; performance of public projects; project management, soft skills and project success; and materialism.

To add to the vast storehouse of knowledge Karinganire, Gachiri & Nizeyimana studies the relationship between project management practices & agricultural cooperatives; Gakoni, Nimpamo & Julius reviews supply chain projects; Kabeza, Niyonkuru & Semakula talks about advancing citizens engagement; Kayitesi, Gachiri & Schiman correlates management and performance of public projects; Schiman & Francois relates project management soft skills and project success whereas Audichya presents factors leading to materialism.

With a hope of best for the mankind, I am sure this issue will enlighten the potential researchers and the society as well it will help us all ponder about the real idea of development which starts with the health whether physical, social, mental, emotional, aesthetical or spiritual.

With the hope of best for mankind,

Avdhesh Jha
Chief Editor
Voice of Research

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INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF AGRICULTURAL COOPERATIVES: A CASE OF VIVACIOUS COOPERATIVE IN GASABO DISTRICT, RWANDA

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Abstract

The main purpose of this study was to examine the effect of project management practices on performance of agricultural cooperatives in Rwanda, a case study of VIVACIOUS Cooperative in Gasabo District 2017-2022. Specific the study aimed to explore the influence of monitoring and evaluation on the performance of agricultural cooperative in Gasabo district, to examine the influence of stakeholders on performance of agricultural cooperative in Gasabo District, and to analyse the influence of project leadership experience on performance of agricultural cooperative in Gasabo District. Qualitative data have been analysed using SPSS while qualitative data have been analysed using the thematic method. In order to select the sample size, the researcher adopted universal sampling with 85 respondents. In order to collect data, the researcher used documentation, interview, and questionnaire. Pearson correlation analysis revealed that the overall confirmed that there is significant positive relationship between project management practices and performance of agricultural cooperative in Gasabo district. The study recommended future planning process which will guided by the past records of the project. The management team must clarify the expected failure in their project plan happened while they were making monitoring and then provide possible solution to those problems so that plan money to mitigate those should be estimated and put aside.

Keywords: *Project, Project Management, Project management practices, Performance, Agricultural cooperatives*

Project management was developed as the use of skills, knowledge, materials, and technology to attain the planned objectives (Project Management Institute, 2018) Worldwide project management has become the most predominant strategy that is frequently used by many projects and cooperatives to achieve their planned activities or make a successful performance of their activities. Monitoring and evaluation which is among the most important stage of project management are highly recommended to be well done to evaluate if what the project is doing, is highly matching with an objective, they have enumerated before starting the project World Bank, (2018). Many other researchers such as Mwangu (2015) indicated that doing monitoring and evaluation is very important in any given activities of an organization or cooperatives because it indicated where the project is going and also can help in discovering gap or other weaknesses which can hinder the organization to achieve its mission, this explains that after

monitoring and evaluating, one can make a revision and bring a possible solution for released an expected issues.

In less developed countries agriculture occupies a large portion of countries' GDP and this indicates how many people are employed in the agriculture sectors of those countries. In most less developed countries, their economy is based on the products that are from agriculture (Fulton & Ketilson, 2012). Many writers indicated that cooperatives play a big impact on the community's high development in rural areas such as socio-economic development, education development, and also in sharpening human capital working forces.

For adjusting harmonizing and putting into practice different actions that could take place in project management different strategies have been invented by associations like International Project Management Association (IPMA), Association for Project management (APM). A new movement of knowledge is rising that indicates principles, rules and regulations, standards that can enhance knowledge, seminars, and workshops for managing different projects (Morris et al., 2016). Projects in recent years are being tools for fighting against routine poverty, food insecurity, hunger, and the problem of high unemployment which are dominant challenges in rural areas in less developed countries. Many less developed countries are putting more effort into investing in agricultural projects (World Fisheries Trust, The World Bank, and International Development Research Centre, 2014).

In previsions years, Rwanda was making great progress in developing the agriculture sector. It contributes to 32.7% of the national GDP (2015). Agriculture contributes to the development of the national economy (7.6, 2010-2015). Agriculture plays a significant role in poverty reduction, this was indicated by different research, which means that agriculture contributes 35% to poverty reduction. This indicated that project management practices can be among the most important tools that can help to increase this contribution. Rwanda is making progress to develop project management practices through making monitoring and evaluating different cooperatives operating in different places because agriculture in Rwanda is among the sectors which are developed, majority of Rwandans are engaged in that activity but a problem which is still in the agriculture sector is that they practice substance agriculture which can be on small scale.

Agricultural cooperatives play a pivotal role in the economic development of regions, particularly in Gasabo District, Rwanda. However, the performance of these cooperatives is influenced by various factors, and understanding the dynamics of project management practices becomes crucial in ensuring their sustained success. The focus of this study is on the Vivacious Cooperative, and the identified problems are: Inadequate Monitoring and Evaluation: There exists a gap in comprehending how monitoring and evaluation practices are implemented within the Vivacious Cooperative in Gasabo District. The deficiency in effective monitoring and

evaluation mechanisms may impede the cooperative's performance, hindering its ability to adapt and improve operations. Limited Stakeholder Engagement: The performance of agricultural cooperatives is intricately linked to the engagement of stakeholders. In the case of the Vivacious Cooperative, there is a need to investigate the extent to which stakeholders are involved and their impact on the cooperative's performance. This problem stems from a potential lack of effective communication and collaboration between the cooperative and its stakeholders. Challenges in Project Leadership Experience: The success of agricultural cooperatives relies significantly on capable leadership. The Vivacious Cooperative may face challenges associated with the leadership's experience in project management, potentially affecting decision-making, strategy implementation, and overall performance. It is imperative to scrutinize the existing leadership experience and its impact on the cooperative's ability to achieve its objectives.

In light of these issues, it is essential to conduct an in-depth investigation into the influence of monitoring and evaluation, stakeholder engagement, and project leadership experience on the performance of the Vivacious Cooperative in Gasabo District. Addressing these challenges will not only contribute to the academic understanding of cooperative dynamics but will also provide practical insights for enhancing the performance of agricultural cooperatives in similar contexts.

Theory of Constraints

In (1984) Goldratt came up with constraints theory which is a philosophy of project management, it shapes the effort of the chain either a procedure or structure. it helps an institution to attain its objectives by providing the strategies to get proper control of their initiatives. Theory of constraints is a logical way to release the gap that delays the system to be successful and bring the strategies to overcome them. Theory of constraints consists of deferent but interconnected concepts like performance measurement process, logical thinking process, and logistics. The logical thinking process provides a sequence of stages that put together cause-effect, experience, and origin to get knowledge. Theory of constraints, in this situation, explain the dependent variable which is the performance of agricultural cooperatives. For any given project, it is an obligation to minimize the barriers that can diminish the quality and quantity of goods and services provided. These constraints consist of poor project management practices such as poor planning, corruption, and embezzlement of funds. This theory indicates the necessity for project management to discover the constraints that hinder the performance of a project and come up with possible solutions to solve those constraints. This theory discusses the need to analyse the constraints that hinder project performance.

Management Theory of Project Management

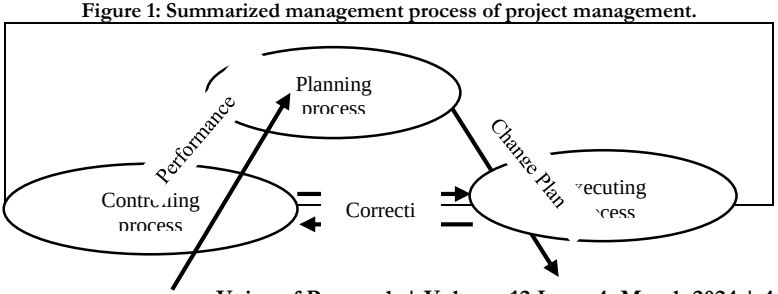
This theory can be subdivided into three theories which are a theory of project and the theory of management. The project theory seems to transformational activities of the operation. It consists of transforming inputs into finished outputs that can generate profits for the owner of a project. They are severe rule and regulation which can explain how a project can be managed, which is transforming everything into smaller things like assigning works and minimizing tasks, making the system that can minimize the cost.

In 2012, Koskela & Howell (2012) brought a new theory that explains the management theory of project management which indicates that project management practice is made by three subsections: they are namely: planning theory, execution theory, and control theory. Planning theory consists of management section which highly emphasis on human resources and their activity. Planning works as an organizing activity that management utilizes as tools to bring together all required resources for accomplishing assigned tasks in a project.

Conferring to (Koskela & Howell, 2012), the theory of execution stated that managerially, execution is a distribution of tasks to the workplace. So that everyone should have and know his/her assigned tasks. For execution to be successful, the classical communication theory should be combined with effective language that is mostly used to communicate tasks. This means that communication should be understandable by the workers. They must be feedback provision to the workplace. Explains that assigned activities should put into practice by informing the implementers of their tasks and responsibilities. It means that everything is ready, workers, tasks to be assigned to each and every one and resource, finally people are authorized to start the activities.

A third theory is a theory of control which consists of two theories: they are namely: thermostat model and scientific experimental model (Koskela & Howell, 2012) theorized that in the production stage, there is a process of control, Performance measurement, performance standard while another model which complement this one is a scientific experimental model as it was explained by Shewhart and Deming (2013) quoted in Koskela and Howell (2012) emphasis on discovering the reason for the deviation and trying to work on that cause of deviation.

Figure 1: Summarized management process of project management.



Three theories are all related to independent variables (project management practices). These theories are planning, execution and control. Every agriculture project has to take into consideration project planning which is like setting goals, controlling which consists of monitoring and evaluation, and the execution process which consists of the implementation stage.

Resources Based Theory

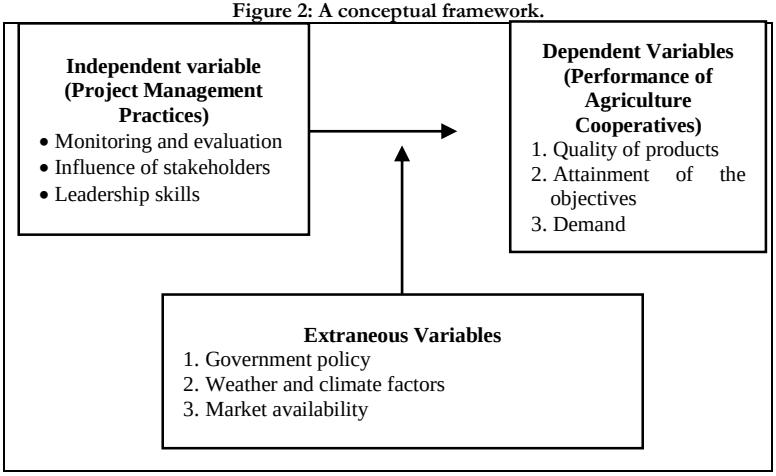
This is a theory that was developed by Barney (2011), indicated that having attractive resources provide an opportunity for an organization to win the competition against the hostile company over the market. These competitive advantages help an organization to gain more profit from the clients. Project managers have the responsibilities of using resources in profitable ways as follows: identify firm's resources, assess the strength and weaknesses of similar rival groups in the region. Managers have even to identify gaps which in resource utilization to solve or fill that gap.

This theory examines the effective ways of planning and implementation basing on available resources. For this reason, the management team takes this opportunity and uses any available resource to maximize performance. Finally, this theory explains independent variables as it focuses on planning, implementation and monitoring, and evaluation.

Conceptual Framework

In this study, the conceptual framework demonstrates project management practices and their effect on performance of agricultural cooperatives in Rwanda. Case of VIVACIOUS Cooperative in Gasabo District 2019/2022. It indicates how independent variables which are Monitoring and evaluation, Influence of stake holders, Leadership skills are related to the performance of agricultural cooperatives. Government policy is used to moderate the relationship between independent variables and dependent variables.

Figure 2: A conceptual framework.



Monitoring and Evaluation and Performance of Agricultural Cooperatives: United Nations Population funds report (2014) indicated that making monitoring and evaluation has a significant impact on project development because it keeps information and stakeholders on how the implementation of the project is being done by having feedback on the activities. It manifests the performance and dag that is in a project so that you can make corrections as soon as possible or if the plan is weak, it can let you know that plan can be revised and make it better. Monitoring and evaluating a project are a continuous process that keeps returning at any given time to ensure that the cooperative is successful in its implementation. It the reason M&E is the best project management practice that can contribute to the performance of agricultural cooperatives.

According to Nealen et al (2015) indicated that monitoring and evaluation, it is usually made in agriculture and rural areas project, the research demonstrates that M&E is the key tools of measurement that can help to detect the progress of the project and understanding the project that they have planned. Monitoring and evaluation should be empowered in different services especially those of the agriculture sector. These skills and knowledge can be improved by giving seminars, training, and workshops to the committee of coordination in cooperatives.

According to the research made by Darren and Pinter (2014 Indicated not all the institutions or cooperative that sit together and make a continuous meeting for analysing the results retrieved from monitoring and evaluation and take necessary notes on the findings and recommendations found from the M&E. Institutional studying and making an adjustment, always happens in the way which is not specific where the institutions do not make a plan for it. Monitoring and evaluation consist of setting clear rules and regulations: making a follow-up of progress, taking a lesson from recommendation, and manifest where there is a gap. This means that giving progress reports and putting into practice the planned and recommended activities.

Monitoring and evaluation can be prioritizing in project management practices of any given cooperatives, which means that most of the agricultural cooperatives need training, seminars, workshops, and field visits which can help them to increase skills and knowledge about project management practices. An organization should make follow up and check the progress of the plan and evaluate the work of activities, and provision of feedback about project performance.

World Bank (2014) reported that active methods of welcoming the cooperative's members and stakeholders in the process of decision making increase the sense of belongings in every decision and failure and feels that remedial will be done together. The cooperative members should participate a hundred percent in the decision-making process of agriculture, they have even to have information on the progress of their cooperatives.

Partial reports and information must be given to the members instead of excluding them in management. Transparency and accountability of cooperatives are necessary for managing agriculture cooperatives. Provision of feedback should be communicated to the stakeholders regularly.

According to Claudia and Oleg (2011) indicated project managers are the ones who are eligible and obliged to conduct monitoring and evaluation of a project in terms of making reports, the progress of activities, and measuring the performance of cooperatives. This monitoring and evaluation must be done qualitatively and qualitatively to an individual, group level, and whole company in general (Claudia and Oleg, 2011). Contrary monitoring and evaluation are not the only project management practices that enhance cooperatives in performing better, they are many other like leadership skills, risk management, the influence of stakeholders. Both are interdependent because one complements another in helping agricultural cooperatives in success.

Project Stakeholders on the Performance of Agriculture Cooperative: Jeffry (2012) Brought methods of involving stakeholders that make the strategies of dealing with the situation between stakeholder and institution or cooperative where information, comments, and ideas might be from either side. As an outcome of this involvement, an institution or cooperative must modify its regular practice of controlling its project to adopt new modifications that will enrich its performance. This is a collaborative way in which an institution gets and implements new skills and knowledge to develop its success as it involves stakeholders a great level of project management, therefore improving collaboration of constant understand among them.

According to Fontaine, Haarman, and Schmid (2016) indicated that participation of stakeholders in decision making has a relationship with project activities and future planning strengthens them and makes their awareness of project objectives. From this involvement, relationship, and collaboration with stakeholder goal of cooperative become reality and the board of members should have the capability to adapt the change with the interconnection between them and stakeholders (Chinyio & Akintoye,2018).

The involvement of stakeholders is very important when the system under study obliges the partnership activities that can enhance creativity and innovation (Grimble & Chan, 2015). Stakeholders orient the situation of an organization by investing their time and money in the organization. Agriculture cooperatives need to have them as they can help them to decide which type of crops, or which type of sector cooperative can project their eyes. In addition to that stakeholders participate in searching of the market and other partners; they can even give training to the members of cooperatives on how they can increase their cooperation and make more profit. A stakeholder can be termed as those who have the capability of

affecting modification and decision that taken in any cooperative or institution (Freeman, 2010). Depending on their interests and needs stakeholders can bring some modification in organization or cooperatives. Performance of cooperative depends on which type of stakeholder they have collaborated with and what management team agreed with them.

Project Leadership Experience on Performance of Agricultural Cooperative: Leadership can be defined as the process or activity of heading others by looking the interests of an organization that has given those responsibilities. It means that leadership is made to make profit maximization. According to Gutema (2014) indicated that getting the opportunity of a good market requires strict preparation in different ways like in having well-organized staff, infrastructures, incentives. This indicated that agriculture cooperatives need good project management practices that can enhance them to have success in a community so that the members can have sufficient profit maximization.

McCartney and Campbell (2016) explained leadership as the activity directing others with a specific reason and by orienting the institutional objectives to the planned activity. All the involved people should benefit from performing cooperatives by paying patronage refunds. Nkhoma (2011) described many mechanisms that make agricultural markets smart, with price fluctuation as most important. A market area where an agricultural cooperative is operating plays a significant effect on its success and lifelong situation. They are different factors that enhance cooperative performance such as government cooperative policy, the leadership of that cooperatives, market location, size of clients and marketing strategies. For a cooperative to be successful the environment where is located should be conducive to all the agents who are operating in that area.

Yukl (2010) stated that leadership has a significant role in influencing the success of an organization. Leadership has different determinant which makes it effective which are management skills that every manager should possess. A leadership position obliges one to possess the quality of a good leader such as managerial skills, technical skills, bargaining power, interpersonal management skills. Therefore, it is a condition that a leader should have skills of directing the business enterprise. Because heading cooperative asks someone to have sufficient experience and professionalism in managing cooperative, this means that expertise is among the condition which can give chance to someone to chair any agriculture cooperative.

Most of the problems that agriculture cooperatives face is different such as inadequate training, lack of communication, the poor experience of workers, poor connection between organs and insufficient of confidence among cooperative project managers. The most challenging issue is poor planning policy of the government which does not involve chairmen of cooperatives in decision making while designing those policies.

Project Planning and Project Performance: According to Barry, Dent and Dubois (2010) indicate talked about the development of rural areas by providing to them social infrastructure such as roads, schools, health centres. Planning for rural areas has become a crucial situation in less developed countries. Specifically, in agriculture and natural resources e.g.: in fishing, agriculture, forestry, and wildlife. The results from this study indicated Project planning is an issue that is always done in offices instead of being conducted to the field where the beneficiaries are. This approach hinders the plans to fit to the environment where it supposed to be implemented.

These affect farmers because they feel that they are not included in those plans which were designed for them. According to Botchie (2010) indicated that project planning requires information about available resources both human and materials. It goes hand in hand with the social-economic conditions of that places. It is the reason before implementing any project, people must search for information about the areas where that project has been implemented.

The project planning requires skilled people who must study the areas and the availability of resources which are located in that place because its success or performance will depend on resources and other factors that are located in that area. Many projects do not perform well because of poor planning which is made by its members. Project management practices are very necessary for agriculture cooperatives that have a vision for success.

Research Design

This VIVACIOUS cooperative as my study area is an agricultural cooperative located in Gasabo district, Kigali city in Rwanda country.

This research adopted a mixed approach design where both qualitative and quantitative methods was considered. Which means that both questionnaire and interview were put in place while seeking the information to be based on while analysing and interpreting such data.

Also, descriptive research was used in facilitating the analysis of data. Descriptive research involves identification of attributes of a particular phenomenon based on an observational basis, or the exploration of correlation between two or more phenomena. These approaches were used while investigating the influence of project management practices on performance of agriculture cooperatives. A descriptive research design was used to study the effects of independent variable (project management practices) on dependent variables (performance of agricultural cooperatives) as the link between them as well. Qualitative data was analyzed using SPSS while qualitative data were analysed using the thematic method.

This study used census sampling technique since the total population was 85. In order to facilitate the study to be well accomplished each objective of the study were investigated by using specific questions. The study applied

the following tools of data collection; questionnaires, interview especially for the employees and documentation used to collect secondary data. Data collection was conducted based on secondary and primary data. A Likert-scale questionnaire was used to collect both qualitative and quantitative data.

Results: Descriptive Results

Table 1: descriptive statistics on Monitoring and evaluation and performance of agricultural cooperatives

Statements	N	Mean	Std.
The cooperative has a well-documented plan for evaluating and tracking projects/service delivery.	85	3.8983	1.35896
Internal and external audit are done frequently in your cooperatives.	85	4.2339	1.11096
Feedback from stakeholders are considered to make some of change in production of your product.	85	4.2203	1.21593
Your project managers make regular evaluation of project improvement	85	4.1525	1.23461
Processes are documented and data is used to inform management decisions.	85	4.2102	1.20792
There are clear records on farming activities kept in the project group	85	4.2373	1.09325
Any member who miss appropriate funds or farm materials is reported to management for disciplinary action to be taken against him/her as given in the constitution	85	4.2373	1.09636
There are always ways in which the management saves on expenditure e.g. bringing management offices closer to farmers.	85	4.1864	1.16459
The supervisors ensure that the planned farming activities are all done at the planned time	85	4.5119	.86053
The project coordinators regularly report the progress of the project to senior management	85	4.3898	.94791
Valid N (listwise)	85	4.22779	1.129102

Note: Strongly Disagree = [1[= Very Low mean; Disagree= [1-2[=Low mean; Neutral= [2-3[=moderated mean; Agree= [3-4[=High mean; Strongly Agree= [4-5] = Very High mean

Table 1 presents descriptive statistics on monitoring and evaluation practices and the performance of agricultural cooperatives. The mean scores, ranging from 3.8983 to 4.5119 out of 5, indicate a generally positive perception of monitoring and evaluation processes within the cooperatives. Notably, respondents recognize the importance of well-documented plans for project evaluation (mean = 3.8983), frequent internal and external audits (mean = 4.2339), and stakeholder feedback incorporation for production improvements (mean = 4.2203). Moreover, there is acknowledgment of regular project evaluation by managers (mean = 4.1525), documentation of processes and data usage for decision-making (mean = 4.2102), and the establishment of disciplinary actions for mismanagement (mean = 4.2373). Additionally, practices such as cost-saving measures and adherence to planned farming activities are highly regarded, with mean scores exceeding 4. Overall, these findings underscore the significance of robust monitoring and evaluation mechanisms in enhancing the performance and sustainability of agricultural cooperatives.

Table 2: Descriptive statistics: Involvement of Project stakeholders and performance of agriculture cooperative

	N	Mean	Std.
Stakeholders are actively engaged in brainstorming 69 challenges and way forward	85	4.3254	1.09538
There is constant and effective communication between cooperatives and stakeholders.	85	4.1661	1.28421
Stakeholders always are informed about cooperative performance regularly.	85	4.2644	1.10868
Involvement of stakeholders promotes their satisfaction, ownership and sustainability of outcomes	85	4.4068	.92800
The management team of cooperatives involve stakeholder in decision making process	85	4.4339	1.01093
The government help in giving regular information from metrological department to alert farmers on weather conditions	85	4.1763	1.24381
The Country government has helped to promote projects through use of community policing like and erecting security lights in centers to ensure security	85	4.0068	1.23441
The stakeholders like residents help to donate land for growing crops as the sponsors provide farm inputs like seeds and fertilizers	85	4.1797	1.15981
Government built the roads are accessible for quick transportation of crops	85	3.9356	1.33220
Stakeholders provide regular training to the members of cooperatives	85	4.2034	1.24785
Valid N (listwise)	85	4.2098	1.16452

Note: Strongly Disagree = [1[= Very Low mean; Disagree= [1-2[=Low mean; Neutral= [2-3[=moderated mean; Agree= [3-4[=High mean; Strongly Agree= [4-5] = Very High mean

Table 2 presents descriptive statistics on the involvement of project stakeholders and the performance of agricultural cooperatives. The mean scores, ranging from 3.9356 to 4.4339 out of 5, suggest a highly positive perception of stakeholder engagement practices within the cooperatives. Particularly noteworthy are the high mean scores for statements indicating active stakeholder engagement in decision-making processes (mean = 4.4339) and the promotion of stakeholder satisfaction, ownership, and sustainability of outcomes (mean = 4.4068). Additionally, respondents acknowledge effective communication between cooperatives and stakeholders (mean = 4.1661), regular stakeholder updates on cooperative performance (mean = 4.2644), and stakeholder-provided support such as land donation and training (mean = 4.1797 and 4.2034, respectively). Although some aspects, such as government-provided infrastructure and services, received slightly lower mean scores, the overall findings highlight the importance of robust stakeholder involvement in enhancing the performance and sustainability of agricultural cooperatives.

Table 3: Descriptive statistics on Project leadership experience influence performance of agricultural cooperative

	N	Mean	Std.
The project manager of your cooperative are hired basing on an individual's capacity to influence people	85	4.0034	1.27375
Cooperative obliges leaders to have specific sets of abilities at different rate of service management	85	4.1153	1.12195
Different experience and qualifications are criteria of capability to be hired for administrative posts	85	4.3559	.98566

Training for managers is necessary for effective management of cooperative	85	3.7085	1.29747
Continuous professional development is conducted regularly to equip the project team with relevant skills	85	4.2678	1.04303
The project members are trained by managers or supervisors on correct applications of farm inputs and other farming skills before the start of the project.	85	4.0475	1.34687
New employees get frequent mentoring which prepare them for effective performance of assigned tasks	85	3.6271	1.29492
The style of leadership used in your agriculture cooperative influence performance	85	3.9119	1.41386
The school has discipline committee in charge of managing conflict issues	85	3.9220	1.40117
The employees has representative committee which in charge of make an advocacy of workmates.	85	3.9661	1.18904
Valid N (listwise)	85	3.3925	1.23677

Note: Strongly Disagree = [1[= Very Low mean; Disagree= [1-2[=Low mean; Neutral= [2-3[=moderated mean; Agree= [3-4[=High mean; Strongly Agree= [4-5] = Very High mean

Table 3 provides descriptive statistics on the influence of project leadership experience on the performance of agricultural cooperatives. The mean scores, ranging from 3.6271 to 4.3559 out of 5, indicate varying perceptions of leadership practices within the cooperatives. Respondents recognize the importance of hiring leaders based on their capacity to influence people (mean = 4.0034) and the requirement for leaders to possess specific abilities for service management (mean = 4.1153). Additionally, the criteria of experience and qualifications for administrative posts received a high mean score (mean = 4.3559), as did continuous professional development to equip the project team with relevant skills (mean = 4.2678). However, aspects such as training for managers (mean = 3.7085) and new employee mentoring (mean = 3.6271) received slightly lower mean scores. Furthermore, the influence of leadership style on performance (mean = 3.9119) and the presence of committees for conflict management and advocacy (mean = 3.9220 and 3.9661, respectively) also received moderate ratings. Overall, the findings highlight the perceived importance of effective leadership and professional development in enhancing the performance of agricultural cooperatives, although areas for improvement in training and mentoring are identified.

Correlation analysis

Pearson correlation analysis revealed that the overall confirmed that there is significant positive relationship between project management practices and performance of agricultural cooperative in Gasabo district. As indicated by multiple correlation analysis in the table above. Each variable indicated positive significant, monitoring and evaluation ($r=.919^{**}$ $p=.000$), involvement of stakeholders ($r=.923^{**}$ $p=.000$), leadership experience ($r=.903^{**}$ $p=.018$). According to Simiyu, (2018) asserted that the significant positive influence of project management practices and performance of agricultural cooperative, the researcher continued explaining about the impact of project management practices such leadership style, monitoring

and evaluation, project stakeholders and the influence of government and finally, this had contributed to the performance of most of cooperatives as witness by most of the respondents during the researcher process.

Table 4: Multiple correlation analysis between project management practices and performance of agricultural cooperative

		1	2	3	4
1. Monitoring and evaluation	Pearson Correlation	1	.915**	.931**	.919**
	Sig. (2-tailed)		.000	.000	.000
	N	85	85	85	85
2. Involvement of stakeholders	Pearson Correlation	.915**	1	.993**	.923**
	Sig. (2-tailed)	.000		.000	.000
	N	85	85	85	85
3. Leadership experience	Pearson Correlation	.931**	.993**	1	.903**
	Sig. (2-tailed)	.000	.000		.000
	N	85	85	85	85
4. Performance of cooperative	Pearson Correlation	.919**	.923**	.903**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	85	85	85	85
***. Correlation is significant at the 0.01 level (2-tailed).*					

Conclusion

Based on the findings, the researcher concluded that project management practices have significant influence on the performance of agricultural cooperatives in Gasabo district. Means that this this is important topic which could be discussed by different organs such as government agencies, non-governmental organization, private sectors, and other important stakeholders who have where related with agricultural cooperatives. As disclosed in this researcher, Monitoring and evaluation is a very important variable which cannot be ignored by any cooperatives because it goes hands in hands with measurement of performance in every cooperative. Making internal and external audit, asking repots of performance or assigned tasks and provision of feedback among employees and employers is an important activity which must be reinforced by each cooperative.

Recommendations

Based on the study outcomes, the researcher recommends the following: Implement a robust monitoring and evaluation system within Vivacious Cooperative to regularly assess and track the progress and impact of agricultural projects, Train cooperative members and leadership in monitoring and evaluation techniques to ensure that data collection and analysis are conducted effectively, Actively engage with all relevant stakeholders, including cooperative members, local communities, government agencies, and NGOs, to ensure their input and participation in project decision-making, Create forums and mechanisms for regular communication and feedback from stakeholders to gather their insights and concerns, Identify individuals within the cooperative who have a strong background in project leadership or provide training and mentorship to current leaders, Encourage the sharing of best practices and experiences among cooperative leaders and members to enhance project management

skills, Establish a continuous learning culture within the cooperative by organizing regular training sessions, workshops, and knowledge-sharing events related to project management, Encourage cooperative members to attend relevant agricultural training programs and workshops offered by governmental and non-governmental organizations.

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ROLE OF PROJECT MANAGEMENT ON PERFORMANCE OF SUPPLY CHAIN PROJECTS IN THE PRIVATE SECTOR. A CASE OF HIV MEDICATION DELIVERY PROJECT IN KASHA LIMITED (2019-2022)

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Abstract

This research aims to investigate the pivotal role of project management in enhancing the performance of supply chain projects within the private sector, using Kasha Rwanda Ltd as a case study. The study focused on evaluating the impact of planning and scope management, resource allocation and optimization, as well as communication and stakeholder engagement on the overall performance of supply chain projects within the organization. A mixed-methods approach, involving both qualitative and quantitative research methods has been employed to gather comprehensive insights. The population under study consists of 53 individuals directly involved in supply chain projects at Kasha Rwanda Ltd. Census sampling was employed, ensuring that the entire population is included in the research process. The data collection methods included structured questionnaires and semi-structured interviews, enabling a comprehensive exploration of the research objectives. The findings of the two variables were indicated by correlation analysis. The Pearson Correlation coefficient between Planning and Scope Management and Performance of Project is 0. 919. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Planning and Scope Management and the Performance of Supply Chain Projects. Correlation coefficient between Resource Allocation and Optimization and Performance of Project is 0. 923. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Resource Allocation and Optimization and the Performance of Supply Chain Projects. moreover, the Pearson Correlation coefficient between Communication and Stakeholder Engagement and Performance of Project is 0.903. and correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Communication and Stakeholder Engagement and the Performance of Supply Chain Projects. In conclusion, this study has provided valuable insights into the role of project management in the performance of supply chain projects within the private sector, with a specific focus on the HIV Medication Delivery Project in Kasha Limited. The study recommends, to invest in comprehensive project management training and development programs for project teams and managers involved in supply chain projects.

Keywords: *Project management, project performance, supply chain, private sector, project*

Today, in global markets, we face short-lived products with a lot of customer needs, with a lot of attention and focus on the supply chain. It is

not enough to think of just producing good products. But due to the presence of other competing products, we have to create the opportunity to bring that product to customers in a way that allows customers to get the value they expect from us efficiently. With regard to supply chain management and customer relationship management, this position can be achieved.

Supply chain management involves the coordination and integration of various activities within an organization's supply chain to ensure the efficient flow of goods, services, and information from suppliers to consumers. The role of project management in supply chain projects is pivotal, as it helps streamline processes, optimize resource utilization, and ensure timely delivery. Effective project management ensures that supply chain projects are executed with precision, meeting objectives, staying within budget, and delivering value to the organization and its stakeholders (Shehu et al., 2015).

On a global scale, the significance of project management in supply chains is evident. Companies operating internationally often deal with complex networks of suppliers, manufacturers, distributors, and retailers across different regions. Effective project management methodologies, such as Agile or Six Sigma, can assist in managing these intricate supply chain operations (Kerzner, 2017).

In the African context, supply chain challenges are exacerbated by factors such as inadequate infrastructure, political instability, and varying levels of economic development. Thus, robust project management becomes even more crucial. The African continent has shown a growing awareness of the importance of project management in supply chains, with efforts to enhance skills and knowledge through professional associations like the Project Management Institute (PMI) South Africa Chapter (Kutsch & Hall, 2016).

Within East Africa, which includes countries like Kenya, Tanzania, and Uganda, supply chain projects are pivotal for economic growth and regional integration. The establishment of the East African Community (EAC) has led to increased cross-border trade and collaboration. Effective project management practices play a vital role in ensuring the success of initiatives aimed at harmonizing trade policies and improving infrastructure within the region (EAC, 2020).

In Rwanda, the private sector is a key driver of economic development. Companies like Kasha Rwanda Ltd., operating in the health and beauty industry, have recognized the importance of project management in their supply chain operations. Kasha Rwanda Ltd. has been instrumental in providing women's health and personal care products through innovative distribution methods, highlighting the need for effective project management in ensuring product availability and last-mile delivery (Kasha Rwanda Ltd., n.d.).

In the rapidly evolving landscape of global commerce, effective supply chain management has emerged as a critical determinant of an

organization's success. Within the private sector, companies are increasingly recognizing the need to optimize their supply chain operations to enhance competitiveness, improve customer satisfaction, and drive sustainable growth. However, despite the growing acknowledgment of the importance of supply chain projects, there exists a gap in understanding the precise role that project management plays in shaping the performance of these projects, particularly in the context of companies operating within Rwanda, such as Kasha Rwanda Ltd.

The problem at hand revolves around the complexities inherent in supply chain projects, which involve multifaceted processes, stakeholders, and variables that demand meticulous planning, coordination, and execution. As companies seek to capitalize on the opportunities presented by global markets and changing consumer behaviours, the effective integration of project management methodologies into supply chain practices becomes paramount. This integration holds the promise of optimizing resource utilization, minimizing risks, and ensuring the timely and cost-effective delivery of goods and services to end consumers.

However, within the Rwandan private sector and specifically in the case of Kasha Rwanda Ltd., the extent to which project management practices contribute to the success of supply chain projects remains inadequately explored. Challenges such as inadequate infrastructure, regulatory constraints, and the unique demands of local markets further complicate the implementation of effective project management strategies. Consequently, there is a compelling need to investigate how project management influences the performance of supply chain projects in the Rwandan private sector, with a focus on the operations of Kasha Rwanda Ltd.

In the context of Kasha Rwanda Ltd, a prominent player in the supply chain industry, the performance of supply chain projects has become a critical determinant of its competitive edge and operational excellence. Despite the growing recognition of the pivotal role that effective project management practices play in achieving project success, there remains a gap in understanding how specific project management factors impact the performance of supply chain projects within the private sector. This study seeks to address this gap by quantitatively examining the intricate interplay between Planning and Scope Management, Resource Allocation and Optimization, and Communication and Stakeholder Engagement, and their measurable influence on the overall performance of supply chain projects at Kasha Rwanda Ltd. By employing tangible evidence and metrics to delve into this uncharted territory, the research endeavours to provide actionable insights that can guide decision-makers in implementing targeted improvements to project management strategies, ultimately enhancing the efficiency, effectiveness, and competitiveness of supply chain projects within the organization.

Addressing this gap in knowledge is of paramount importance not only for Kasha Rwanda Ltd. but also for other organizations operating in Rwanda's dynamic business environment. By uncovering the specific and quantifiable ways in which project management methodologies impact supply chain project outcomes, this research aims to provide actionable insights supported by tangible evidence that can guide companies toward more effective project planning, execution, and overall supply chain performance.

Theoretical Review

Scientific Management Theory: It is a theory Developed by Frederick Taylor; he was one of the first to study work performance scientifically. Taylor's principles recommended that the scientific method should be used to perform tasks in the workplace, as opposed to the leader relying on their judgment or the personal discretion of team members. His philosophy emphasized that forcing people to work hard would result in the most productive workplace. Instead, he recommended simplifying tasks to increase productivity. He suggested that leaders assign team members to jobs that best match their abilities, train them thoroughly and supervise them to ensure they are efficient in the role.

While his focus on achieving maximum workplace efficiency by finding the optimal way to complete a task was useful, it ignored the humanity of the individual. This theory is not practiced much today in its purest form, but it demonstrated to leaders the importance of workplace efficiency, the value of making sure team members received ample training and the need for teamwork and cooperation between supervisors and employees.

This theory is compliment of leadership skills, and it is relevant to this study because it clarify how a company can select a good leader especially the one who have scientific mind. It means the one who have been at school, and it also shows that a leader must assign team members to jobs that best match their abilities, train them thoroughly and supervise them to ensure they are efficient in the role

Bureaucratic Management Theory: It has been emphasized by Max Weber; bureaucratic management theory focuses on structuring organizations in a hierarchy so there are clear rules of governance. His principles for creating this system include a chain of command, clear division of labour, separation of personal and organizational assets of the owner, strict and consistent rules and regulations, meticulous recordkeeping and documentation and the selection and promotion of employees based on their performance and qualifications. This theory has played a key role in establishing standards and procedures that are at the core of most organizations today.

Its relevance and relationship with study is that it shows the hierarchy in organization and clear rules of governance which must be done by a leader, hence it is also a compliment of leadership skills as one of the skills which must be possessed by manager/leader.

Human Relations Theory: According to Elton Mayo, who is a developer of this theory, he conducted experiments designed to improve productivity that laid the foundation for the human relations movement. His focus was on changing working conditions like lighting, break times and the length of the workday. Every change he tested was met with an improvement in performance. Ultimately, he concluded that the improvements were not due to the changes but the result of the researcher's paying attention to the employees and making them feel valued.

These experiments gave rise to the theory that employees are more motivated by personal attention and being part of a group than they are by money or even working conditions.

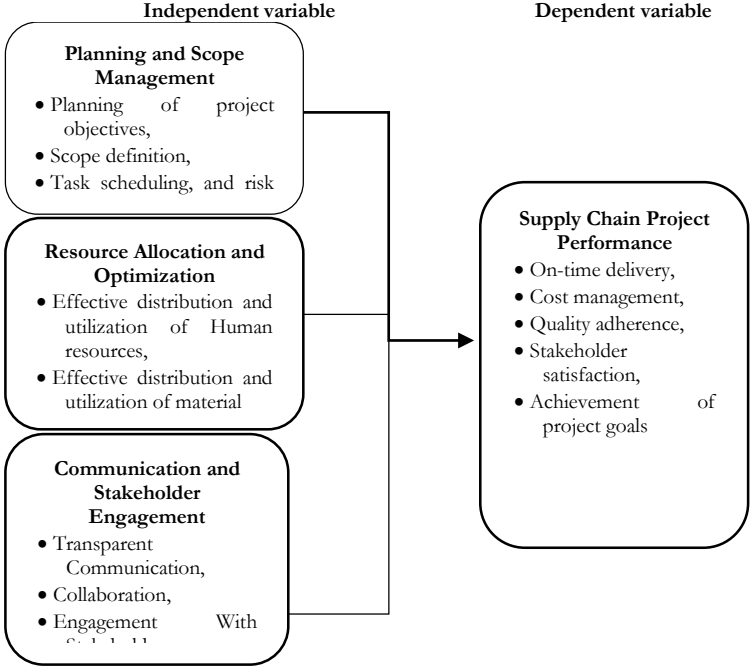
Also, this theory has relationship with my study because it combines all the skills such as leadership skills, communication skills and problem-solving skills. It means that this theory can be applied in each of these skills because it talks about the relationship between the individuals who are in organization.

Conceptual Framework

The study was intended to establish the role of independent variable which is project management skills and the dependent variable which is Supply Chain Project Performance

as well as intermediate variables.

Figure 1: Conceptual framework.



Literature Review

Role of Planning and Scope Management on Performance of Supply Chain Projects: Supply chain projects play a critical role in enhancing the competitiveness and operational efficiency of organizations in the private sector. Effective project management, particularly in terms of planning and scope management, has been identified as a key factor in ensuring the success of these projects. This literature review explores the existing body of knowledge on how planning and scope management influence the performance of supply chain projects.

Planning in Supply Chain Projects: Effective planning is a foundational element of successful supply chain projects. A study by Cooper, Lambert, and Pagh (2017) emphasized the significance of integrating project planning with overall supply chain strategy. They argued that aligning project goals with broader supply chain objectives ensures better coordination and resource allocation, ultimately leading to improved project performance.

Moreover, Kerzner (2017) highlighted the importance of a comprehensive project plan that outlines clear project objectives, activities, timelines, and resource requirements. Such planning enables project managers to identify potential bottlenecks, allocate resources optimally, and mitigate risks effectively. Additionally, planning facilitates better communication and collaboration among cross-functional teams involved in supply chain projects, as noted by Meredith and Mantel (2015).

Scope Management in Supply Chain Projects: Scope management is crucial for preventing project scope creep, which can lead to delays, budget overruns, and reduced project performance. Turner and Müller (2015) emphasized that managing scope changes effectively is essential for maintaining project alignment with strategic goals. Clear scope definition, as advocated by Kloppenborg and Opfer (2015), helps in setting realistic expectations and avoiding scope-related conflicts during project execution.

Furthermore, a study by Geraldi and Lechter (2015) highlighted the role of scope management in addressing the dynamic nature of supply chain projects. They argued that the ability to adapt to changing requirements while maintaining a well-defined scope is a hallmark of effective project management. This adaptability is particularly important in supply chain projects due to the inherent uncertainties in global markets and supply chain dynamics.

Impact on Project Performance: Several researchers have examined the direct impact of planning and scope management on the performance of supply chain projects. A study by Pinto and Slevin (2018) found a positive correlation between effective project planning and project success. Similarly, Turner and Müller (2015) demonstrated that rigorous scope management positively correlates with project performance indicators such as on-time delivery and cost adherence.

The interplay between planning and scope management is also crucial. Shenhar and Dvir (2017) suggested that projects with well-defined scopes and thorough planning tend to exhibit higher levels of innovation and overall project success. Their findings underscore the importance of an integrated approach that balances scope stability with the flexibility to adapt to changes.

The role of planning and scope management in the performance of supply chain projects within the private sector is paramount. Effective planning aligns project goals with broader supply chain strategies, enhances resource allocation, and fosters collaboration. Meanwhile, scope management prevents scope creep and provides flexibility to navigate changing project dynamics. The existing body of literature underscores the significance of these aspects in achieving successful outcomes in supply chain projects.

Role of Resource Allocation and Optimization on Performance of Supply Chain Projects: Effective resource allocation and optimization are critical factors that influence the success and performance of supply chain projects in the private sector. This literature review explores the existing body of knowledge on how resource allocation and optimization strategies impact the outcomes of supply chain projects.

Resource Allocation Strategies: Resource allocation involves distributing the necessary personnel, funds, equipment, and other resources to various project tasks in a balanced and efficient manner. Researchers have identified different resource allocation strategies that play a pivotal role in project success. A study by Turner and Zolin (2016) highlighted the importance of aligning resource allocation with project objectives and strategic priorities. This approach ensures that resources are directed toward tasks that contribute the most to overall project success.

Furthermore, a study by Belout and Gauvreau (2015) emphasized the significance of cross-functional collaboration in resource allocation. In the context of supply chain projects, where multiple departments and stakeholders are involved, effective collaboration ensures that resources are allocated based on a holistic view of project requirements, thereby enhancing overall project performance.

Resource Optimization Techniques: Resource optimization involves using various techniques and methodologies to maximize the efficiency and effectiveness of resource utilization. The application of optimization techniques has gained traction in the field of supply chain project management. A study by Christopher and Peck (2015) explored the use of mathematical modelling and simulation to optimize resource allocation in complex supply chain projects. Their findings highlighted that optimization techniques help identify resource bottlenecks and minimize resource-related risks. Additionally, Venkatraman and Pinto (2018) discussed the role of technology in resource optimization. Advanced project management software and tools enable real-time monitoring of resource utilization,

enabling project managers to make informed decisions and adjustments. This dynamic approach to resource allocation enhances project agility and responsiveness to changing supply chain dynamics.

Impact on Project Performance: The impact of resource allocation and optimization on project performance has been extensively studied. A study by Meredith and Mantel (2016) demonstrated that effective resource allocation positively correlates with project schedule adherence and cost control. Similarly, Kerzner (2017) highlighted that inadequate resource allocation can lead to project delays and increased costs, negatively impacting overall project performance.

Furthermore, a study by Taylan et al. (2015) emphasized that resource optimization not only improves project performance but also enhances stakeholder satisfaction. When resources are allocated optimally, project teams can focus on value-added activities, leading to higher-quality outcomes and increased stakeholder trust.

Resource allocation and optimization are integral to the success of supply chain projects in the private sector. Strategic allocation of resources aligned with project objectives and collaborative cross-functional efforts enhance project performance. Optimization techniques and technology-driven approaches further improve resource utilization, reducing risks and enhancing project outcomes. The literature underscores the significance of resource allocation and optimization strategies in achieving successful results in supply chain projects.

Role of Communication and Stakeholder Engagement on Performance of Supply Chain Projects: Effective communication and stakeholder engagement are crucial elements that significantly impact the success and performance of supply chain projects in the private sector. This literature review explores the existing body of knowledge on how communication and stakeholder engagement strategies influence the outcomes of supply chain projects.

Communication Strategies: Clear and open communication is fundamental to project success, especially in the complex environment of supply chain projects. A study by Gray and Larson (2016) emphasized the importance of a communication plan that outlines communication channels, frequency, and targeted stakeholders. Effective communication ensures that project teams and stakeholders are well-informed about project progress, potential risks, and changes in supply chain dynamics.

Moreover, a study by Maylor and Blackmon (2015) highlighted the role of upward and downward communication in supply chain projects. Upward communication ensures that stakeholders' concerns and feedback are addressed, fostering a sense of involvement and ownership. Downward communication, on the other hand, ensures that project goals and expectations are effectively conveyed to the project team, reducing ambiguity, and enhancing performance.

Stakeholder Engagement: Stakeholder engagement involves identifying and involving individuals or groups that have a personal stake in the project's success. The involvement of stakeholders in supply chain projects is critical due to the interdependent nature of supply chain operations. A study by Mollenkopf et al. (2017) highlighted that engaging key supply chain partners, such as suppliers and distributors, early in the project lifecycle leads to better alignment and reduced disruptions.

Furthermore, a study by Pinto and Prescott (2020) emphasized the significance of stakeholder mapping and analysis. Identifying primary and secondary stakeholders and understanding their needs and expectations enable project managers to tailor communication and engagement strategies accordingly. This approach fosters a collaborative environment and enhances project performance by addressing stakeholders' concerns.

Impact on Project Performance: The impact of communication and stakeholder engagement on project performance has been widely studied. A study by Cleland and Ireland (2015) demonstrated that projects with effective communication plans are more likely to meet project objectives, adhere to schedules, and maintain budget control. Similarly, Aaltonen and Kujala (2020) found that proactive stakeholder engagement positively influences project success, as engaged stakeholders are more likely to provide support and resources.

Moreover, a study by Karr and Moffett (2017) highlighted that transparent communication and stakeholder engagement enhance risk management in supply chain projects. Engaged stakeholders are more likely to identify and communicate potential risks, enabling project managers to take timely mitigation measures. Communication and stakeholder engagement are pivotal factors that contribute to the success of supply chain projects in the private sector. Well-structured communication plans ensure that project information flows seamlessly among stakeholders, enhancing coordination and reducing misunderstandings. Engaging stakeholders fosters a collaborative environment, aligns project goals, and improves risk management. The existing literature underscores the importance of effective communication and stakeholder engagement strategies in achieving successful outcomes in supply chain projects.

Methodology

This Kasha Ltd e as my study area is private company located in Gasabo district, Kigali city in Rwanda country dealing with HIV medication delivery.

This research adopted correlation research design as the topic says. The major purpose of correlation is to describe the relationship between independent and dependent variables which are role of project management and the performance of supply chain project.

Also, descriptive research was used in facilitating the analysis of data. Descriptive research involves identification of attributes of a particular

phenomenon based on an observational basis, or the exploration of correlation between two or more phenomena. These approaches were used while investigating the role of project management on performance of supply chain project. Data were analysed by using SPSS. This study used census sampling technique since the total population was 53. In order to facilitate the study to be well accomplished each objective of the study were investigated by using specific questions. The study applied the following tools of data collection; questionnaires, interview especially for the employees and documentation used to collect secondary data. Data collection was conducted based on secondary and primary data. A 5 Likert-scale questionnaire was used to collect both qualitative and quantitative data.

Results: Descriptive results

Table 1: Descriptive statistics on Planning and Scope Management and performance of supply chain project

Statements	N	Mean	Std.
Planning involves creating a roadmap for how a project will be executed	53	3.8983	1.35896
Planning involves creating a roadmap for how a project will be monitored	53	4.2339	1.11096
Setting priorities is also part of plan	53	4.2203	1.21593
Resources are also planned	53	4.1525	1.23461
It involves assessing objectives, and tasks	53	4.2102	1.20792
Valid N (listwise)	53	4.22779	1.129102

Note: Strongly Disagree = [1[= Very Low mean; Disagree= [1-2[=Low mean; Neutral= [2-3[=moderated mean; Agree= [3-4[=High mean; Strongly Agree= [4-5] = Very High mean

The table above reveals that the mean scores for various aspects of planning in the supply chain project are consistently high, with values ranging from 3.8983 to 4.2339 out of 5. Notably, setting priorities (mean = 4.2203) and assessing objectives and tasks (mean = 4.2102) received particularly high ratings, indicating a strong consensus among respondents regarding their importance. These figures suggest a robust emphasis on meticulous planning, reflecting a proactive approach towards project execution and management.

Table 2: Descriptive statistics: Resource Allocation and Optimization and performance of supply chain project

	N	Mean	Std.
Resources are allocated efficiently.	53	4.3254	1.09538
Efficient resource allocation contributes to cost control and budget adherence in project.	53	4.1661	1.28421
Resource as re allocated to where they are needed.	53	4.2644	1.10868
Proper resource allocation helps in objective attainment.	53	4.4068	.92800
Proper resource allocation helps in timely completion.	53	4.4339	1.01093
Valid N (listwise)	85	4.2098	1.16452

Note: Strongly Disagree = [1[= Very Low mean; Disagree= [1-2[=Low mean; Neutral= [2-3[=moderated mean; Agree= [3-4[=High mean; Strongly Agree= [4-5] = Very High mean

The descriptive statistics in Table 2 demonstrate a strong consensus among respondents regarding Resource Allocation and Optimization within the supply chain project. The mean scores, ranging from 4.1661 to 4.4339 out

of 5, indicate a high level of agreement on the efficiency and effectiveness of resource allocation practices. Notably, the statements regarding the contribution of efficient resource allocation to cost control, budget adherence, objective attainment, and timely completion all received mean scores well above 4, underscoring the critical role of proper resource allocation in project success. These findings suggest a strategic focus on optimizing resource allocation to enhance project performance and achieve desired outcomes within the supply chain context.

Table 3 : Descriptive statistics on Communication and Stakeholder Engagement and performance of supply chain project

	N	Mean	Std.
Communication helps build trust and credibility.	53	4.0034	1.27375
Stakeholder engagement ensures that the project remains aligned with the needs and expectations of those involved	53	4.1153	1.12195
Communication helps in conflict resolution	53	4.3559	.98566
Communication helps in reducing project risks	53	3.7085	1.29747
Stakeholder management leads to improved performance	53	4.2678	1.04303
Valid N (listwise)	53	3.3925	1.23677

Note: Strongly Disagree = [1[= Very Low mean; Disagree= [1-2[=Low mean; Neutral= [2-3[=moderated mean; Agree= [3-4[=High mean; Strongly Agree= [4-5] = Very High mean

Table 3 provides insights into the perceptions of Communication and Stakeholder Engagement within the supply chain project. The mean scores, ranging from 3.7085 to 4.3559 out of 5, indicate generally positive views on the role of communication and stakeholder engagement in project success. Specifically, stakeholders recognize the importance of communication in building trust, resolving conflicts, and reducing project risks, as evidenced by the mean scores exceeding 4. Furthermore, stakeholder engagement is perceived as essential for aligning the project with stakeholders' needs and expectations, leading to improved performance, as reflected in the mean score of 4.2678. These findings highlight the significance of effective communication and stakeholder management strategies in fostering collaboration and achieving project objectives within the supply chain context.

Multiple correlation analysis: Table 1 presents a multiple correlation analysis between project management factors (Planning and Scope Management, Resource Allocation and Optimization, Communication and Stakeholder Engagement) and the performance of supply chain projects. This analysis provides insights into the relationships among these variables. The following are the interpretation of the table:

Planning and Scope Management vs. Performance of Project: The Pearson Correlation coefficient between Planning and Scope Management and Performance of Project is 0. 919. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Planning and Scope Management and the Performance of Supply Chain Projects. Resource Allocation and Optimization vs. Performance of project: The Pearson Correlation

coefficient between Resource Allocation and Optimization and Performance of Project is 0. 923. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Resource Allocation and Optimization and the Performance of Supply Chain Projects.

Communication and Stakeholder Engagement vs. Performance of project: The Pearson Correlation coefficient between Communication and Stakeholder Engagement and Performance of Project is 0. 903. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Communication and Stakeholder Engagement and the Performance of Supply Chain Projects. Overall, the multiple correlation analysis reveals that all three project management factors—Planning and Scope Management, Resource Allocation and Optimization, and Communication and Stakeholder Engagement—are strongly and positively correlated with the performance of supply chain projects. This suggests that a holistic approach to project management, including effective planning, resource management, and communication with stakeholders, is crucial for achieving successful outcomes in supply chain projects. The high levels of correlation and statistical significance emphasize the importance of considering these factors in project management practices for improved project performance.

Table 4: Multiple correlation analysis between project management and performance of supply chain project

		1	2	3	4
1. Planning and Scope Management	Pearson Correlation	1	.915**	.931**	.919**
	Sig. (2-tailed)		.000	.000	.000
	N	53	53	53	53
2. Resource Allocation and Optimization	Pearson Correlation	.915**	1	.993**	.923**
	Sig. (2-tailed)	.000		.000	.000
	N	53	53	53	53
3. Communication and Stakeholder Engagement	Pearson Correlation	.931**	.993**	1	.903**
	Sig. (2-tailed)	.000	.000		.000
	N	53	53	53	53
4. Performance of project	Pearson Correlation	.919**	.923**	.903**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	53	53	53	53

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

Conclusion

In conclusion, this study has provided valuable insights into the role of project management in the performance of supply chain projects within the private sector, with a specific focus on the HIV Medication Delivery Project in Kasha Limited. The findings underscore the significance of effective project management practices in achieving successful project outcomes.

The key conclusions from this study are as follows: Planning and Scope Management Matters: Effective planning and scope management are foundational elements of project success. The study revealed a strong positive relationship between meticulous planning and scope management

practices and project performance. Organizations should prioritize these aspects to set clear project objectives and guidelines. Resource Allocation and Optimization Contribute to Success: Efficient allocation and optimization of resources play a vital role in supply chain project success. The analysis demonstrated that effective resource management positively impacts project performance. Organizations should focus on optimizing resource allocation for cost control and budget adherence. Communication and Stakeholder Engagement are Critical: Clear and effective communication, coupled with active stakeholder engagement, are essential for achieving favourable project outcomes. The study showed a strong positive correlation between these factors and project performance. Organizations should invest in transparent communication and engage stakeholders to align projects with their needs and expectations. A Holistic Approach to Project Management is Recommended: The study emphasized that a holistic approach to project management, considering all three factors (Planning and Scope Management, Resource Allocation and Optimization, and Communication and Stakeholder Engagement), is crucial for maximizing project success. These factors collectively explain a significant portion of the variance in project performance. Practical Implications: Organizations involved in supply chain projects should consider the practical implications of this study. Investing in training and development in project management areas can lead to improved project performance. Continuous monitoring and adjustment of project management practices are essential for ensuring project success. Research Continuation: While this study provides valuable insights, further research and case studies in different industry contexts are encouraged. Examining the applicability of these findings in various sectors and regions can contribute to a broader understanding of supply chain project management.

In summary, this research contributes to the body of knowledge on project management in supply chains within the private sector. It highlights the critical role of project management practices and provides guidance for organizations seeking to enhance the performance of their supply chain projects. By embracing effective planning, resource optimization, communication, and stakeholder engagement, companies can position themselves for success in a highly competitive and dynamic business environment.

Recommendations

Based on the outcomes of the study on the role of project management on the performance of supply chain projects in the private sector, specifically within the context of the HIV Medication Delivery Project in Kasha Limited, here are some key recommendations: Develop and deliver training programs that cover various aspects of project management, including planning and scope management, resource allocation and optimization, and communication and stakeholder engagement. Encourage project team

members to pursue relevant certifications in project management, embrace a holistic approach to project management by integrating planning, resource allocation, and communication strategies, Encourage project managers to collaborate across departments and functions to ensure alignment between project objectives, resource allocation, and stakeholder, Recognize and leverage the diversity of experiences and perspectives within the organization, including differences in age, marital status, and gender, Form diverse project teams that bring together individuals with varied backgrounds and experiences. Encourage open discussions and idea sharing to harness the strengths of different perspectives. Implement gender-sensitive and inclusive project management practices to create a supportive work environment.

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PROJECT RESOURCE MANAGEMENT PRACTICES AND PERFORMANCE OF THE ADVANCING CITIZENS ENGAGEMENT PROJECT FUNDED BY SPARK MICROGRANTS IN RWANDA

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Abstract

The main purpose of this study was to examine the relationship between project resource management practices and project performance in Rwanda, a case of advancing citizens engagement prepared and funded by Spark Microgrants in Musanze sector. Effective resource management is a critical determinant of project success in development initiatives. In Musanze District, Rwanda, the Advancing Citizens Engagement Project, funded by Spark Microgrants, aims to promote citizen engagement in community development. However, the extent to which resource management practices impact project performance remains underexplored. This study employed a mixed-methods approach, combining surveys, interviews, and correlation analyses to assess the relationship between resource management practices and project performance. The analysis revealed a strong positive correlation between resource management practices and project performance. Resource planning, including documentation and scope assessment, showed a significant impact on project success. Efficient resource allocation practices, based on skills and availability, contributed to cost control and efficiency. Implementing robust resource utilization monitoring mechanisms to avoid overallocation or underutilization. Investing in training and capacity-building for project team members to enhance performance.

Keywords: *resource, resource planning, resource utilization, project performance, resource management*

At the global level, the importance of effective project resource management practices has been increasingly recognized in recent years. With the growing complexity and scale of projects across various industries, efficient resource allocation and utilization have become crucial for project success (Cleland & Ireland, 2019). The failure to implement sound resource management practices can lead to delays, budget overruns, and compromised project outcomes (Kerzner, 2017).

In the context of Africa, project management has gained significant attention due to the continent's ambitious development agendas and the need for sustainable socio-economic growth. African countries face unique challenges, such as limited resources, political instability, and inadequate infrastructure, which further emphasize the importance of effective project resource management (Adlbrecht & Hartmann, 2018).

On the East African level, collaboration between countries has become increasingly common in recent years, with regional projects aimed at addressing common challenges and fostering economic integration. East African nations are pursuing various development initiatives to uplift their economies, necessitating efficient project resource management practices to ensure the successful execution of these projects (Nyamagere, 2020).Due to this evolution, nowadays projects can be defined as one-time, complex, unique sequence of activities carried out in a project organization with time, and budget constraints and they implement a definite output (project result) (Görög, 2013b).

In Rwanda like other countries there are many organizations which survive through creation of projects, some of those organizations are the private organizations, non –government organizations (NGOs), public organizations. Below is the example of those organizations in Rwanda, in public organizations there are the schools, hospitals. CETRAF Ltd and URWIBUTSO Enterprise are the examples of private organizations. Among the non-government organizations there are SPARK Microgrants, World vision, UNDP, Care international Rwanda.

Spark Microgrants which is the study area in this research is a non-profit organization that enables communities to organize and make progress, primarily focused on East Africa, and it headquarter is in Kampala, Uganda. It has founded in 2010. Spark's partner communities act as the main decision makers at every stage of process. The Spark Process encourages communities to envision and work towards their own goals, putting them in the driver's seat of their futures. It also helps the communities with limited infrastructure and access, The Spark Process helps these communities by building on existing social capital and community structures to drive community led change (Spark, 2022).

Project finally discusses the transformations needed to emerge from a deeply unsatisfactory social and economic situation. Therefore, to actualize these transformations, all forms of organizations need to create and improve their services, products, and facilities, and mostly this is done through projects (Spark, 2022).

According to the PMI's pulse of the profession study (2015), all change in an organization happens through projects and programs-by many different names. However, despite the fact that apparently projects exist within organizations and help them to achieve their strategic objectives, there is a growing recognition that they are often poorly understood and frequently not properly managed, yet as per the PMI's pulse study (2015), it is stated that when a project management mindset is embedded into an organization's DNA, performance improves and competitive advantage accelerates.

The proposed research aims to investigate the current project resource management practices employed in the advancing citizens engagement project prepared and funded by spark microgrants in Musanze district and

analyse their influence on project performance. By focusing on Rwanda, the study will contribute to the body of knowledge on project management practices in the African context, and specifically, in East Africa. Moreover, the findings will provide valuable insights for policymakers and project managers in Rwanda and other African nations to enhance the effectiveness of project resource management and achieve successful project outcomes.

Despite the growing recognition of the importance of project resource management practices in ensuring successful project outcomes, there is limited empirical research focusing on the specific context of Rwanda and its advancing citizens engagement project prepared and funded by spark microgrants in Musanze District) in Musanze Sector. While project management practices have gained attention at the global, African, and East African levels, there is a need to investigate the actual implementation and effectiveness of project resource management practices in Rwanda to bridge the existing research gap.

The projects prepared and funded by Spark Microgrants, in line with the Rwandan government policies to address poverty and promote inclusive growth at the community level, involves the execution of various projects in different sectors. However, there is a lack of comprehensive understanding regarding the current project resource management practices employed in the Spark microgrants in Musanze Sector. This gap in knowledge hinders the ability to assess the impact of these practices on project performance.

The problem is further compounded by the unique challenges faced by Rwanda, such as limited resources, and the need for sustainable socio-economic development. These factors necessitate the implementation of efficient project resource management practices to ensure the successful execution and completion of projects within the Citizens Engagement project framework.

Therefore, the research aims to bridge the gap by analysing the relationship between project resource management practices and project performance of Spark Microgrants in Musanze, Rwanda.

Resource-Based View (RBV) Theory: The Resource-Based View theory focuses on how a firm's resources and capabilities contribute to its competitive advantage and overall performance (Barney, 1991). Applied to project resource management, RBV suggests that effective allocation and utilization of resources can lead to improved project performance. Projects that leverage unique and valuable resources efficiently are more likely to achieve a competitive edge and deliver successful outcomes (Helfat & Peteraf, 2003). RBV provides insights into how project managers can identify and exploit resources to gain a sustainable advantage in project execution.

"In accordance with the Resource-Based View theory (Barney, 1991), this study posits that efficient allocation and utilization of resources can lead to enhanced project performance."

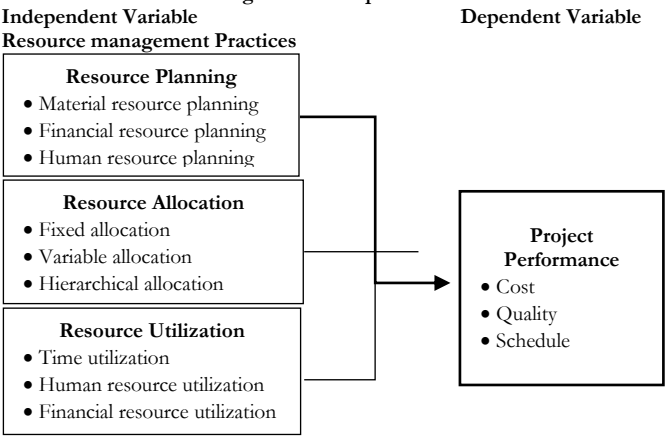
Contingency Theory: Contingency Theory posits that there is no one-size-fits-all approach to management practices, and the effectiveness of management decisions depends on the specific context and circumstances in which they are applied (Donaldson, 1996). In the context of project resource management, Contingency Theory suggests that the success of resource management practices is contingent on the characteristics of the project, the organizational context, and external environmental factors (Pinto & Slevin, 1988). Project managers must tailor their resource management strategies to suit the unique requirements and constraints of each project.

Stakeholder Theory: Stakeholder Theory emphasizes the importance of considering the interests and needs of various stakeholders in decision-making processes (Freeman, 1984). In the context of project resource management, this theory highlights that project resources are often limited and need to be allocated in a way that balances the expectations and requirements of different stakeholders (Cleland & Ireland, 2019). By engaging stakeholders and understanding their priorities, project managers can make informed resource allocation decisions that align with the overall project goals and stakeholder expectations. Stakeholder Theory (Freeman, 1984) suggests that project managers should consider the needs and expectations of various stakeholders when allocating and managing project resources.

Conceptual framework

Figure 1 below shows the study intended to find out the link between independent variable which is project resource management and the dependent variable which is project performance.

Figure 1: Conceptual framework.



Source: Researcher, 2023

Resource Planning and Project Performance: Resource planning is a critical aspect of project management that directly influences project performance. Several empirical studies have investigated the relationship between resource planning and project performance, providing insights into how effective resource management practices can contribute to successful project outcomes. In their study on construction projects, Rwakarehe et al. (2017) explored the impact of resource planning on project performance in Rwanda. The authors found that effective allocation of resources, including labour, materials, and equipment, positively correlated with project schedule adherence and cost control. This suggests that meticulous resource planning plays a pivotal role in achieving project objectives within the stipulated time and budget constraints. A study by Musoni and Tindiwensi (2019) in the Rwandan context emphasized the integration of resource planning and project scheduling. The researchers found that projects that integrated resource allocation considerations into their scheduling processes experienced improved performance, as compared to those that treated resource planning and scheduling as separate tasks. This integration led to better utilization of resources, minimized resource conflicts, and enhanced project progress tracking.

Resource planning not only affects the execution phase but also influences the project's ability to manage uncertainties and risks. Karangwa and Muhire (2018) demonstrated that effective resource planning contributed to improved risk mitigation strategies. By ensuring the availability of necessary resources at critical project stages, organizations were better equipped to handle unexpected challenges and disruptions, thereby reducing the impact of potential risks on project performance.

The utilization of technology in resource planning has also been investigated in relation to project performance. Nkurunziza et al. (2020) examined the adoption of project management software for resource allocation in Rwandan projects. Their findings indicated that the use of software tools enhanced resource visibility, real-time tracking, and decision-making. This technological integration positively influenced project performance by enabling quicker adjustments to resource allocation based on changing project demands.

Empirical research consistently highlights the significance of resource planning in influencing project performance outcomes. Effective allocation and management of resources, integration with project scheduling, risk mitigation, and technology adoption all contribute to enhancing project success rates. These findings underscore the importance of adopting comprehensive resource planning practices within the context of project management in Rwanda.

Resource Allocation and Project Performance: Resource allocation, the process of distributing and managing resources within a project, is a

fundamental aspect of project management that significantly influences project performance. Empirical studies have extensively examined the link between resource allocation strategies and their impact on achieving successful project outcomes.

In their investigation of construction projects in Rwanda, Uwizeyimana and Mupenzi (2016) explored various resource allocation strategies and their implications for project success. The study found that projects that employed dynamic resource allocation techniques, such as reallocating resources based on changing project needs, were more likely to achieve higher levels of performance. This suggests that flexibility and adaptability in resource allocation positively contribute to overall project success.

A study conducted by Gatete et al. (2018) in the Rwandan context emphasized the importance of aligning resource allocation decisions with project objectives. The researchers found that projects with a well-defined resource allocation strategy that considered the specific requirements of each project phase were better positioned to achieve performance targets. This strategic alignment led to optimal resource utilization and reduced resource bottlenecks.

Effective resource allocation also has implications for team collaboration and communication, which in turn affect project performance. Mukamana and Uwamahoro (2019) investigated the relationship between resource allocation practices and team coordination in Rwandan projects. The study revealed that projects that utilized transparent resource allocation processes and facilitated interdepartmental communication experienced smoother execution and higher performance levels. This highlights the importance of clear resource allocation communication in enhancing project outcomes.

The satisfaction of stakeholders, including clients, sponsors, and team members, is a key measure of project success. Nshimyumuremyi and Uwimana (2021) studied the impact of resource allocation optimization on stakeholder satisfaction in Rwandan projects. The findings demonstrated a positive correlation between well-optimized resource allocation and stakeholder satisfaction, indicating that projects that effectively allocate resources to meet stakeholder expectations are more likely to achieve better performance outcomes.

Empirical research consistently supports the notion that resource allocation is a critical determinant of project performance. Strategies such as dynamic allocation, alignment with project objectives, fostering team collaboration, and optimizing stakeholder satisfaction contribute to achieving successful project outcomes. As projects in Rwanda continue to evolve, implementing effective resource allocation practices will play an integral role in enhancing project performance and overall project success.

Resource Utilization and Project Performance: Effective resource utilization is a crucial factor that significantly impacts project

performance. Empirical studies have examined how the efficient use of resources contributes to the achievement of project objectives and overall success.

A study by Kagoyire et al. (2017) investigated the relationship between resource utilization and project success in Rwanda. The research highlighted that projects that optimized resource utilization, ensuring that resources were allocated to tasks based on their expertise and availability, were more likely to meet project milestones and deliverables on time. This finding emphasizes the importance of aligning resource allocation with task requirements.

The financial aspect of project performance is closely tied to resource utilization. Murekatete and Niyigena (2018) explored the impact of resource utilization on project cost efficiency in Rwandan projects. The study revealed that projects that effectively managed and utilized resources experienced reduced instances of resource wastage and rework, leading to improved cost control and financial performance.

Skilful resource utilization not only influences project timelines and costs but also affects the quality of project outputs. Mukarugwiza and Uwera (2020) examined how resource utilization practices influenced the quality of deliverables in Rwandan projects. The study indicated that projects that allocated resources according to the required skills and competencies for each task were more likely to produce high-quality outputs. This underscores the role of resource utilization in achieving desired project outcomes.

Stakeholder satisfaction is a key measure of project success. Gasana et al. (2022) investigated the relationship between resource utilization efficiency and stakeholder satisfaction in Rwandan projects. The study demonstrated that projects that efficiently allocated and utilized resources to meet stakeholder expectations were more likely to achieve higher levels of stakeholder satisfaction, thus contributing to overall project performance.

Empirical research consistently supports the notion that resource utilization is a critical factor influencing project performance. Optimized resource allocation based on task requirements, cost efficiency, skill alignment, and stakeholder satisfaction all play integral roles in achieving successful project outcomes.

Research Design

This study adopted a correlation research design. The major purpose of correlation is to describe the relationship between independent and dependent variables which are project resource management and the project performance. Mugenda & Mugenda (2003) defined a population as the total number of items in a specified field of inquiry and he added that population is an asset of cases about which one wishes to draw some conclusions. This study has been conducted on Spark microgrants in Musanze sector. The study population was totalling 100 working in this

project. The Census Method has been used where in each and every item in the universe is selected for the data collection. Whenever the entire population is studied to collect the detailed data about every unit, then the census method is applied

Table 1: Sampling population and their sample size

	Population size	Sampling technique
Country director	1	Census
Program manager	1	Census
Project manager	1	Census
District coordinator	4	Census
Trainers	93	Census
TOTAL	100	

Data Collection: This study adopted a correlation research design. The major purpose of correlation is to describe the relationship between independent and dependent variables which are project resource management and the project performance.

The study applied the following tools of data collection; questionnaires, interview especially for the employees and documentation used to collect secondary data. Data collection was based on secondary and primary data. A Likert-scale questionnaire has been used to collect both qualitative and quantitative data.

Analysis And Interpretation

Descriptive Analysis

Table 2: Descriptive statistics on resource planning and project performance in advancing citizens engagement project in Musanze District

Statements	N	Mean	Std.
The project resource is documented and identified.	100	3.8983	1.35896
Resources are assigned to specific tasks based on their skills	100	4.2339	1.11096
Resource planning involves assessing the project scope	100	4.2203	1.21593
Resources are assigned to specific tasks based on their availability.	100	4.1525	1.23461
It involves assessing objectives, and tasks	100	4.2102	1.20792
Valid N (listwise)	100	4.22779	1.129102

Source: Field data, 2023

Table 2 presents descriptive statistics on resource planning and project performance in advancing citizen engagement projects in Musanze District. The mean scores, ranging from 3.8983 to 4.2339 out of 5, indicate a generally positive perception of resource planning practices within the project. Specifically, respondents recognize the importance of documenting and identifying project resources (mean = 3.8983), assigning resources based on skills (mean = 4.2339) and availability (mean = 4.1525), as well as assessing project scope and objectives (mean = 4.2203 and 4.2102, respectively). These findings underscore the significance of systematic resource planning in enhancing project effectiveness and advancing citizen engagement initiatives within the district.

Table 3: Descriptive statistics on resource allocation and project performance in advancing citizens engagement project in Musanze District

Statements	N	Mean	Std.
Resources are allocated efficiently.	100	3.8983	1.35896

Efficient resource allocation contributes to cost control and budget adherence in project.	100	4.2339	1.11096
Resource as re allocated to where they are needed.	100	4.2203	1.21593
Proper resource allocation helps in objective attainment.	100	4.1525	1.23461
Proper resource allocation helps in timely completion.	100	4.2102	1.20792
Valid N (listwise)	100	4.22779	1.129102

Source: Field data, 2023

Table 3 displays descriptive statistics on resource allocation and project performance in advancing citizen engagement projects in Musanze District. The mean scores, ranging from 3.8983 to 4.2339 out of 5, indicate a generally positive perception of resource allocation practices within the project. Specifically, respondents acknowledge the importance of efficiently allocating resources (mean = 3.8983), which contributes to cost control and budget adherence (mean = 4.2339), reallocating resources as needed (mean = 4.2203), and ensuring proper allocation to aid in objective attainment (mean = 4.1525) and timely project completion (mean = 4.2102). These findings highlight the significance of effective resource allocation strategies in facilitating project success and advancing citizen engagement initiatives in Musanze District.

Table 4: Descriptive statistics on resource utilization and project performance in advancing citizens engagement project in Musanze District

Statements	N	Mean	Std.
Project managers monitor resource utilization to avoid overallocation or underutilization of resources.	100	3.8983	1.35896
Project resource are utilized on time.	100	4.2339	1.11096
It leads to operational efficiency	100	4.2203	1.21593
Resource utilization leads to cost saving	100	4.1525	1.23461
It leads to improved performance	100	4.2102	1.20792
Valid N (listwise)	100	4.22779	1.129102

Source: Field data, 2023

Table 4 presents descriptive statistics on resource utilization and project performance in advancing citizen engagement projects in Musanze District. The mean scores, ranging from 3.8983 to 4.2339 out of 5, suggest a generally positive perception of resource utilization practices within the project. Specifically, respondents acknowledge the importance of project managers monitoring resource utilization to avoid overallocation or underutilization (mean = 3.8983), timely utilization of project resources (mean = 4.2339), and the resultant operational efficiency (mean = 4.2203) and cost savings (mean = 4.1525). Moreover, respondents recognize that effective resource utilization leads to improved project performance (mean = 4.2102). These findings underscore the significance of efficient resource utilization in enhancing project outcomes and advancing citizen engagement initiatives in Musanze District.

Results

The correlation analysis reveals strong positive correlations between resource management factors (resource planning, resource allocation, and

resource utilization) and the performance of the Advancing Citizens Engagement Project. Here is what these correlations mean:

Strength of Correlations: All correlations are significant at the 0.01 level (2-tailed) and have values close to 1. This suggests that there are very strong positive relationships between each of the resource management factors and project performance. Resource Planning: Resource planning has a strong positive correlation of 0.919 with project performance. This indicates that as resource planning practices improve, project performance tends to improve significantly.

Resource Allocation: Resource allocation has a strong positive correlation of 0.923 with project performance. This suggests that as resource allocation practices become more effective or efficient, project performance tends to increase. Resource Utilization: Resource utilization has a strong positive correlation of 0.903 with project performance. This implies that as resource utilization practices improve, project performance tends to improve significantly.

Practical Implications: These strong positive correlations collectively highlight the importance of effective resource management practices (planning, allocation, and utilization) in contributing to project success. When resources are managed well at every stage, the project is more likely to achieve its goals efficiently and effectively. Recommendations: Based on these correlations, it is advisable for project managers to prioritize and enhance resource management practices comprehensively. This includes improving resource planning, efficient allocation, and effective utilization to maximize the chances of project success.

The correlation analysis underscores the significance of resource management practices in driving project performance. These findings emphasize the need to focus on all aspects of resource management to optimize the Advancing Citizens Engagement Project's outcomes in Musanze District.

Table 5: Correlation Matrix

		1	2	3	4
1. Resource planning	Pearson Correlation	1	.915**	.931**	.919**
	Sig. (2-tailed)		.000	.000	.000
	N	10	10	10	10
2. Resource allocation	Pearson Correlation	.915**	1	.993**	.923**
	Sig. (2-tailed)	.000		.000	.000
	N	10	10	10	10
3. Resource utilization	Pearson Correlation	.931**	.993**	1	.903**
	Sig. (2-tailed)	.000	.000		.000
	N	10	10	10	10
4. Performance of project	Pearson Correlation	.919**	.923**	.903**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100
***. Correlation is significant at the 0.01 level (2-tailed).*					

Source: Filed data, 2023

Conclusion

The study has provided valuable insights into the relationship between project resource management practices and project performance in the context of the Advancing Citizens Engagement Project in Musanze District, Rwanda. The findings highlight the significance of effective resource management as a critical determinant of project success. this study underscores the importance of robust resource management practices in achieving project success. By implementing effective resource planning, allocation, and utilization strategies, the Advancing Citizens Engagement Project and similar initiatives in Rwanda and beyond can enhance their ability to engage citizens, drive positive change, and achieve their objectives efficiently and effectively.

Recommendations

Based on the findings of the study, the following recommendations are offered: Project managers should prioritize and enhance resource planning practices within the Advancing Citizens Engagement Project, emphasize efficient resource allocation practices, ensuring that resources are assigned to specific tasks based on skills, availability, and project needs, implement robust resource utilization monitoring mechanisms to avoid overallocation or underutilization of resources, lastly is to Provide training and capacity-building opportunities for project team members as a tool for enhancing project performance.

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MANAGEMENT AND PERFORMANCE OF PUBLIC PROJECTS IN RWANDA. A CASE OF VISION UMURENGE PROGRAMME RUHANGO SECTOR

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Abstract

The purpose of the study was to determine performance of public projects in Rwanda. The specific objectives of the study were to examine the effect of project leadership on project performance, to find out the effect of project financing on project performance, to find out the effect of monitoring and evaluation on project performance and to find out the effect of beneficiary involvement on project performance of VUP RUHANGO SECTOR. The data was collected through questionnaire and documentation techniques with population of all 1000 beneficiaries and 50 staffs of VUP RUHANGO SECTOR. Data was analysed using Microsoft Excel and SPSS 22.0 software to create tables, frequencies, and statistics. With M =4.32 and SD = 0.895 confirmed that project leaders ensures there is effective communication during project implementation, M = 4.27 and SD =0.928 confirmed that project leadership clearly states the roles and duties of each member in achievement of goals. M =3.91 and SD = 0.981 confirmed that the projects funds are disbursed on time which ensure projects are implemented timely. There was a moderate and positive correlation found between VUP Ruhango Sector Monitoring and evaluation and Project Performance, with a Pearson Correlation value of 0.743 being the most significant. According to the correlation table, Beneficiary Involvement and Project Performance have a strong correlation of 0.807 according to Pearson. As you can see, it is significantly less than the 0.05 and 0.01 levels of significance.

Keywords: *Project, Management, Performance and Public Projects*

Project management vital constructs include the incorporation of planning, risk assessment, evaluation, monitoring, and engagement of stakeholders in the stages of project management (Khaemba, 2016). Projects Monitoring and Evaluation have progressively turned out to be key functions as projects grow to be complex and bigger. The cycle to monitor and evaluate comprise of a plan; executing the plan; checking and recording the results; report the results, the parameters planned and variations; and make corrections concerning the variations (Sawant, 2018). As characterized by Freeman (2016) involvement of stakeholders alludes to joining the interests of proprietors, sponsors, organizations that perform, or the general population, who are effectively engaged with the project or whose interests might be emphatically or contrarily influenced by the project implementation or success. But this may not be applicable to unbendingly designed projects. Project success has been defined as the degree to which goals and objectives of a project are met (Nickerman, 2015). Public projects

have been causing losses of billions of francs to the Rwandan Government suspected to be caused by improper project management practices.

Problem Statement

Scholars especially project managers argued that project failing is due to one or more of these four 'project failure criteria'; "Not delivering when it was expected (Scheduled), not delivering it at the cost expected (budget), not delivering all the functionality that was expected (scope), and not delivering the functionality with the expected quality". What many project managers would probably not put on their 'project failure criteria' list is the criterion that deems to be the cardinal one, the single biggest factor on which the business typically assessed a project as a failure, namely, "Not realizing the full business benefits, as presented in the original business case (Billows, 2015). The major causes of failures cited include insufficient implementing capacity, inadequate monitoring and evaluation, lack of standardized methodologies to guide project management, weak project design, insufficient stakeholder participation and political interference (Msafiri, 2015) However, (Nickerman, 2015)indicated that stakeholder participation has weak and not statistically significant influence of successful project implementation. (Bjeirmi, 2016)failed to isolate stakeholder participation as a significant determinant of effective project implementation. Rigidly designed public projects lead to deficient performance or worse to total failure. This leaves a significant knowledge gap which this study filled. This study hence aimed to fill the missing link by investigating the determinants of project management on the performance of public project especially case of VUP RUHANGO SECTOR.

General Objective

The general objective of the study is to assess the management and performance of public projects in Rwanda.

Specific Objectives

The specific objectives were: To examine the effect of project leadership on project performance of VUP RUHANGO SECTOR; To find out the effect of project financing on project performance of VUP RUHANGO SECTOR; To find out the effect of monitoring and evaluation on project performance of VUP RUHANGO SECTOR; To find out the effect of beneficiary involvement on project performance of VUP RUHANGO SECTOR.

Literature Review

Definition of Key Concepts: Project Management: Project management is defined as the process of controlling the achievement of the project objectives, using the existing organizational structures and resources and manage the project by applying a collection of tools and techniques without interrupting the routine operation of a company or organization (Bjeirmi, 2016).

Some of the functions of project management are defining the work requirement, allocating resource needs, planning the execution of work required, monitoring the progress of the work and taking action to unexpected events that took place (Wells, 2017).

Project Performance: Performance is the ability of a project to deliver intended outcomes while meeting the constraints of scope, cost, and quality (Srica, 2018). Projects are successful if they are completed on time, within budget, and to performance requirements. To bring the many components of a large project into control there is a large toolkit of techniques, methodologies, and tools. These techniques provide the tools for managing different components involved in a project: planning and scheduling, developing a product, managing financial and capital resources, and monitoring progress.

Theoretical Framework

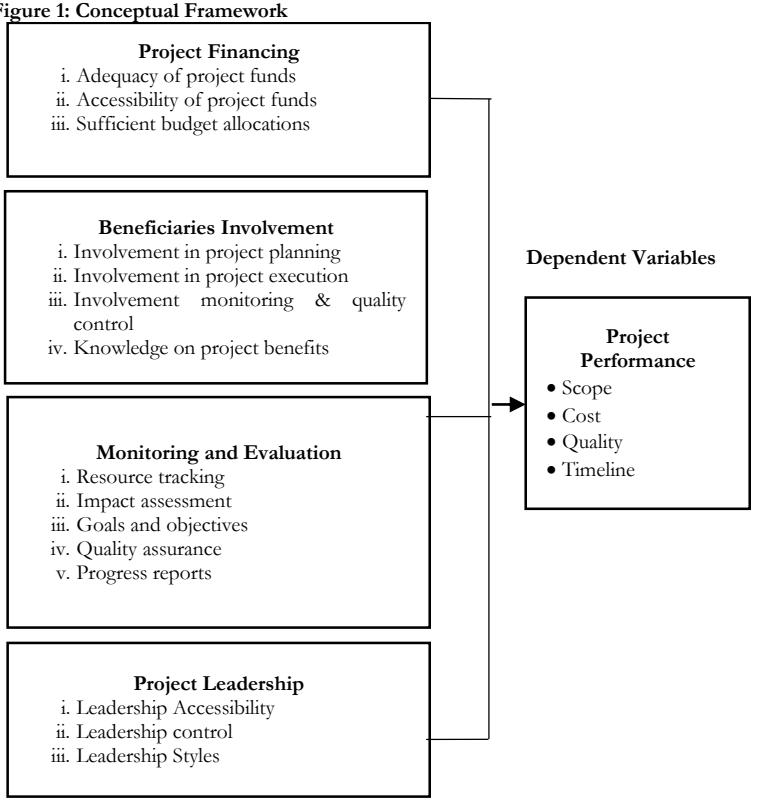
Complexity Leadership Theory: Given the centrality of complexity in determining organizational outcomes, researchers have developed innovative approaches to leadership grounded in complexity theory (Hazy, 2016). These approaches are motivated by the desire to develop leadership models that more accurately reflect the complex nature of leadership as it occurs in practice (Marion, 2015). They represent a growing concern that traditional models of leadership are insufficient for understanding the dynamic, distributed, and contextual nature of leadership in organizations (McKelvey, 2016). This theory offers a valuable framework for managing public projects by promoting flexibility, creativity, and collaboration in complex environments. By empowering individuals at all levels of an organization to act as leaders and encouraging adaptive responses to change, CLT can help public sector organizations effectively address the unique challenges associated with project management. The relationship between Complexity Leadership Theory, project leadership, project financing, monitoring and evaluation, beneficiary involvement, and project performance is interconnected and multidimensional. By integrating these elements effectively, organizations can enhance their capacity to manage complexity, drive innovation, optimize resources, and achieve sustainable development outcomes.

Systems Theory: First proposed by (Bertalanffy, 2015) systems theory has been used for decades as an analytical approach to understand the operation of complex systems. (Khaemba, 2016) a system is a set of several independent and regularly interacting units or subsystems that work together to achieve a set of pre-determined objectives. Therefore, systems theory provides a framework for defining the subject entity, creating a formalized model of the entity, hence enabling the ability to understand the entity in terms of the elements and their properties, and thereby understanding results (Marion, 2015). Systems theory states that real systems are open to, and interact with, their environments, and that they

can acquire qualitatively new values through resulting through emergence resulting in continual evolution. This shows that Integrating Systems Theory into project leadership practices, securing adequate project financing, implementing robust monitoring and evaluation mechanisms, and actively involving beneficiaries can all contribute to enhancing project performance by fostering a holistic understanding of projects as complex systems with interconnected components.

2.3: Conceptual Framework

Figure 1: Conceptual Framework



Source: Researcher's design 2023

The conceptual framework clarify variables where project finance refers to the funding of long-term projects, such as public infrastructure or services, industrial projects, and others through a specific financial structure. Finances can consist of a mix of debt and equity. While monitoring information can be collected and used for ongoing management purposes, reliance on such information on its own can introduce distortions because it typically covers only certain dimensions of a project's or program's activities, and careful use of this information is needed to avoid unintended behavioural incentives. While dependent variable is project performance

which defined with success looks like for a project, otherwise it is impossible to achieve it.

Research Methodology

Profile of VUP Ruhango District: The Vision 2020 Umurenge Program (VUP) is a government-led initiative in Rwanda aimed at poverty reduction and rural development. Ruhango District is one of the districts where the VUP program has been implemented to improve the livelihoods of its residents.

Ruhango District is located in the Southern Province of Rwanda. It covers an area of approximately 680 square kilometers and has a population of around 340,000 people. The district is known for its agricultural activities, with crops such as maize, beans, and potatoes being the main sources of livelihood for the residents.

The VUP program in Ruhango District focuses on providing support to vulnerable households through various interventions such as public works, financial inclusion, and social protection. The program aims to improve access to basic services, create employment opportunities, and enhance social cohesion within the community. In Ruhango District, the VUP program plays a crucial role in improving the livelihoods of residents by offering employment opportunities, skills development, and access to financial services.

Sample Size determination

Among these strategies to determining sample size, our study used a strategy of Yamane formula to calculate a sample size. The formula of (Yamane, 1967) was used to determine the representative sample. For this reason, all 1000 beneficiaries and 50 staffs of VUP RUHANGO SECTOR was investigated.

The formula was used to determine the sample is written as following:

$$n= \frac{N}{1+N(e)^2}$$

N= Population = 1050

$(e)^2$= Sampling error = 10%

The level of precision in this research is 10%, means that the confidence level of the result on this research is 90%.

$$n= \frac{N}{1+N(e)^2} = \frac{1050}{1+1050(10\%)^2}$$

$$n= \frac{1050}{1+1050\ (0.1)^2} = 91$$

n = Sample size = 91

To access to the sample the researcher used the simple random sampling, the sampling technique whereby, all members of population have equal chance of being included in the sample.

Data Collection Techniques and Tools

A questionnaire, according to Nachmias (2018), is a series of questions intended to obtain information from respondents. It's also used to refer to

a series of self-administered questions. In this study, the questionnaire included both closed-ended and open-ended questions to allow respondents to convey their overall opinions while also allowing them to provide their own replies to the questions. In this study, a set of question was given to the staffs and beneficiaries of VUP RUHANGO SECTOR.

Validity refers to the extent to which research results can be accurately and interpreted and generalized to other populations, it was the extent to which research questionnaires measured what they are intended to measure as simplified by Oso and Onen (2008). To establish validity, the questionnaire was given to two experts to evaluate the relevance of each item in the questionnaire to the objectives and rate each item on scale of very relevant (4), quite relevant (3), somewhat relevant(2), and not relevant(1). Using the content validity index (CVI), the value was 0.78, meaning the instrument was valid. The validity of the interview and observation guides was determined by content analysis of the questions in relation to the objectives.

Reliability basically refers to measurement of internal consistency of test items. A calculation using Cronbach's alpha was computed for testing the reliability of the likert scale type questionnaire and the result was 0.75, meaning the instrument was reliable as per Tavakol and Dennick (2011).

Methods of Data Analysis

Data analysis entails the organizing and interpretation of data collected in relation to each study aim. The mean is calculated by dividing the total number of all identified results from the trial by the total number of occurrences. The mean is calculated as follow:

$\bar{x}$ represents the mean and x represents the detected results from the trial. $\bar{x}=\frac{1}{n}\sum_{i=1}^{n} xini$ (Ghahramani, 2018).

Table 1: Evaluation of Mean

Mean	Interpretation
1.00-1.49	Strongly Disagree
1.50-2.49	Disagree
2.50-3.49	Neutral
3.50-4.49	Agree
4.5-5.100	Strongly Agree

Source: (Berman and Saunders, 2018)

The standard deviation is a statistical number utilized to know the quality of the data that are distributed to the average. By formula, the standard deviation is computed as follows:

$\sigma = \sum_{i=1}^{n} \sqrt{\frac{1}{N}(\mathrm{x}-\mu)^2}$ (Ghahramani, 2018)

Table 2: Evaluation of Standard deviation

Standard deviation	Quality of data
Standard deviation <0.5	Low dispersion of data (homogeneity)
Standard deviation >0.5	Big dispersion of data (heterogeneity)

Source: (Saunder, 2018)

Correlation is used in this study to show the statistical relationship between two variables. Thus, we was able to see the relationship between determinants of project management and performance on public projects in Rwanda. The following are the statistical guidelines we based on to show the correlation coefficient.

Table 3: Evaluation of Correlation

Correlation coefficient	Interpretation
r=1	Perfect linear correlation
0.9<r<1	Strong linear correlation
0.7<r<0.9	High correlation
0.5<r<0.6	Moderate correlation
0<r<0.5	Weak correlation
r=0	No correlation

Source: (Franklin, 2019)

Apart from the methods stated above the following methods was also used in data analysis and interpretation;

Regression Analysis Description

In this investigation, a multiple regression model was used:

$Y = \beta o+\beta 1X1+\beta 2X2+\beta 3X3+ \beta 4X4+ €$

Project Performance = Dependent Variable - Constant €=Error = Beta Coefficient: This determines how many standard deviations shifted for a dependent variable for each extra standard deviation of the independent variable.

X1: Project leadership; X2: project financing; X3: Monitoring and Evaluation; X4: Beneficiary Involvement; Where: Y: is Project performance determined by Scope, Cost, Quality and Timeline

Research Findings

This chapter contains the results that attempt to address the study questions as well as the data obtained in accordance with the planned research objectives. The chapter is extremely important to the whole study project since primary facts are examined, presented, and used as the foundation for the conclusion.

Table 4: Identification of respondents

		Frequency	Percent
Gender of Respondents	Male	57	62.6
	Female	34	37.4
	Total	91	100.0
Age of respondents	21 – 30 years	26	28.6
	31 – 40 years	34	37.4
	41 - 50 years	17	18.7
	51 years and above	14	15.3
	Total	91	100.0
Education level	Diploma	29	31.9
	Bachelor's degree	30	33.0
	Master's degree	19	20.9
	PhD	0	-
	Other	13	14.3
	Total	91	100.0

Source: Primary data (2023) using IBM SPSS Statistics 25

Based on the results obtained from the table below shows that the majority of respondents male. On classification of ages most of the respondents their ages are classified between 31 – 40 years. The results shows that most of respondents have a bachelor's degree, followed by master's degree, diploma and Technical and Vocational Education and Training.

Table 5: Project leadership

Project Leadership	Mean	StD
Existing leadership style ensures there is accessibility of leaders for consultation on project issues	4.43	0.796
There is accountability of project implementation from the leadership	4.37	0.854
The leadership ensures there is adequate resources for project success	4.34	0.801
Project leaders ensures there is effective communication during project implementation	4.32	0.895
Project leadership clearly states the roles and duties of each member in achievement of goals	4.27	0.928

Source: Primary data (2023)

Table 2 shows that Project leadership with existing leadership style ensures there is accessibility of leaders for consultation on project issues. This means that project leaders who incorporate their existing leadership style into their project management approach make themselves readily available for consultation on project-related matters. This accessibility fosters open communication, collaboration, and problem-solving within the project team, ultimately leading to more successful project outcomes.

Table 6: Influence of project financing on project performance of VUP Ruhango Sector

Project financing	Mean	Std
There is adequate fund for each aspect of project implementation	4.27	0.939
It is easy to access funds allocated for various projects	3.97	0.939
Funds are allocated per the budgeted activities	3.94	0.924
Funds are sustainable to run the project as per the stipulated time of the project implementation	3.92	0.876
Projects funds are disbursed on time which ensure projects are implemented timely	3.91	0.981

Source: Primary data (2023)

Table 3 shows that the influence of project financing on project performance of VUP Ruhango Sector can be significant in various aspects. Adequate funding for each aspect of project implementation ensures that resources are available to carry out activities effectively and efficiently. Easy access to allocated funds allows for smooth project execution without delays or interruptions due to financial constraints. When funds are allocated per the budgeted activities, it helps in maintaining financial discipline and ensures that resources are utilized as planned. Sustainable funds that can run the project for the stipulated time of implementation are crucial for the successful completion of the project. Timely disbursement of project funds is essential as it ensures that projects are implemented on schedule, leading to improved project performance.

Table 7: The influence of evaluation on project performance of VUP Ruhango Sector

Evaluation	Mean	Std
Project evaluation inform change which is essential for project performance	3.83	0.886
Resources tracking affects project scope on implementation of VUP RUHANGO SECTOR	3.78	0.962
There is periodic evaluation of VUP RUHANGO SECTOR and feedback provided to stakeholders	4.42	0.762

Source: Primary data (2023) using IBM SPSS Statistics 25

Table 4 shows that project evaluation plays a crucial role in determining the success and effectiveness of projects, including the VUP Ruhango Sector project. By systematically assessing the progress, outcomes, and impact of the project, evaluation provides valuable insights that inform decision-making and drive improvements. Through the process of evaluation, stakeholders can identify strengths and weaknesses, measure performance against objectives, and make informed adjustments to enhance project performance.

Periodic evaluation of the VUP Ruhango Sector project ensures that stakeholders receive timely feedback on the project's progress and performance. This feedback loop is crucial for maintaining stakeholder engagement, addressing concerns or issues promptly, and making necessary adjustments to improve project outcomes. The mean score of 4.42 and standard deviation of 0.762 indicate a relatively high level of satisfaction and consistency in the feedback provided to stakeholders, highlighting the effectiveness of the evaluation process in driving continuous improvement.

Table 5: The influence of evaluation on project performance of VUP Ruhango Sector

Monitoring	Mean	Std
Monitoring of VUP RUHANGO SECTOR identifies areas for improvement in the course of implementation	3.72	1.029
The project monitoring always ensures that the all goals and objectives of all projects are achieved	4.28	0.926
Project status is tracked consistently and circulated to relevant stakeholders	4.14	0.857

Source: Primary data (2023) using IBM SPSS Statistics 25

The table above shows that in project management, monitoring plays a crucial role in ensuring the successful implementation of projects. Monitoring involves systematically collecting and analyzing information to track the progress of a project and identify any areas that may need improvement. The monitoring of the VUP RUHANGO SECTOR project aims to assess whether the project is on track to achieve its goals and objectives. By closely monitoring the project, stakeholders can identify any challenges or bottlenecks that may arise during implementation and take corrective actions to address them.

Table 6: Beneficiary involvement on project performance of VUP Ruhango Sector

Beneficiary Involvement	Mean	Std
The structures established for beneficiary involvement enables effective implementation of VUP Ruhango Sector	3.65	0.982
Implementation of VUP RUHANGO SECTOR is a collective responsibility that involves all stakeholders including beneficiaries	3.64	1.039

VUP RUHANGO SECTOR involve beneficiaries in monitoring of various projects	3.50	1.160
Beneficiaries hold frequent consultative meetings to deliberate on the progress of the project implementation	3.49	1.242
Generally beneficiary involvement in planning, implementation and evaluation of VUP Ruhango Sector influence their performance	3.46	1.178

Source: Primary data (2023) using IBM SPSS Statistics 25

Table 6 shows that the influence of beneficiary involvement on project performance of VUP Ruhango Sector revealed where beneficiary involvement refers to the active participation of individuals or groups who benefit from a particular program or project in its planning, implementation, monitoring, and evaluation processes. In the context of VUP Ruhango Sector, beneficiary involvement plays a crucial role in ensuring the effectiveness and success of the program. The structures established for beneficiary involvement within VUP Ruhango Sector are designed to facilitate the smooth implementation of various projects. Furthermore, beneficiaries participate in frequent consultative meetings where they discuss and deliberate on the progress of project implementation. These meetings serve as platforms for sharing information, addressing challenges, and collectively finding solutions to improve project outcomes. The active involvement of beneficiaries in planning, implementation, and evaluation processes has a direct impact on their performance within VUP Ruhango Sector. By being engaged in decision-making and having a stake in the outcomes, beneficiaries are more likely to take ownership of the projects and contribute meaningfully to their success.

Table 7: Correlations analysis

		PP	PL	PF	ME	BI
PP	Pearson Correlation	1	.889	884	. 734	. 807
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N		91	91	91	91
PL	Pearson Correlation	.889	1	.789	.654	.805
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	91		91	91	91
PF	Pearson Correlation	884	.789	1	.861	.713
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	91	91		91	91
ME	Pearson Correlation	. 734	.654	.861	1	.490**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	91	91	91		91
BI	Pearson Correlation	. 807	.805	.713	.490*	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	91	91	91	91	

Source: Primary data (2023) using IBM SPSS Statistics 25

Based on the results obtained in the Table 7 the Correlations analysis showed that there is a strong correlation between Project leadership and Project Performance, as shown by the correlation table, which shows a

Pearson correlation of 0.889 between the two variables. it is significantly less than the 0.05 and 0.01 levels of significance.

The results of the correlation table show that Project financing and Project Performance have a strong correlation of 0.884it is significantly less than the 0.05 and 0.01 levels of significance.

p-value of 0.000, which is significantly lower than the 0.05 level of statistical significance. There was a moderate and positive correlation found between VUP Ruhango Sector Monitoring and evaluation and Project Performance, with a Pearson Correlation value of 0.743 being the most significant.

According to the correlation table, Beneficiary Involvement and Project Performance have a strong correlation of 0.807 according to Pearson. As you can see, it is significantly less than the 0.05 and 0.01 levels of significance.

Table 8: Model Summary

Model	R	R Square	Adjusted RSquare	St. Error of the Estimate
1	0.713[a]	0.508	0.501	0.60301

Source: Primary data (2023) using IBM SPSS Statistics 25

Results in *Table 8* showed analysis of model summary the study showed that the independent variables that were studied, explain only 50.1% of the dependent variable as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 49.9%. Therefore, further research should be conducted to assess the effect of determinants of project management and performance of public projects in Rwanda.

Table 9: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	B	Beta		
(Constant)	.551	.385		1.429	.156
Project leadership	.335	.120	.258	2.797	.006
Project financing	.338	.110	.296	3.061	.003
Monitoring and evaluation	.208	.086	.214	2.413	.018
Beneficiary involvement	.219	.104	.179	2.104	.038
Dependent Variable: Project performance					

Source: Primary data (2023) using IBM SPSS Statistics 25

Results in table 9 showed analysis of Regression Coefficients indicated that there is significance change in project leadership because of the sig. value is 0.006, which is less than the acceptable value of 0.05. With 1% increase in project leadership, project performance increased by .335% (B value).

There is significance change in Project financing because of the sig. value is 0.003, which is less than the acceptable value of 0.05. With a 1% increase in Project financing, the crime rate increased by .338% (B value). There is significance change in Monitoring and evaluation because of the sig. value is 0.018, which is less than the acceptable value of 0.05. With a 1% increase in Monitoring and evaluation, the crime rate increased by .208% (B value).

However, there is significance change in beneficiary involvement because of the sig. value is 0.038, which is less than the acceptable value of 0.05.

With a 1% increase in beneficiary involvement, the crime rate increased by .219% (B value).

Table 10: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.404	4	6.601	27.97	.000[b]
	Residual	20.336	86	.236		
	Total	46.739	90			

Dependent Variable: Project performance
Predictors: (Constant), Beneficiary involvement, Project leadership, Project financing, Monitoring, and Evaluation

Based on the results obtained from table 10. Further, ANOVA results also showed that the F- statistical value was significant (F=27.97, *significant* at *p<.001*), thus confirming the fitness of the model. That is, from the study model, the significant F value show that the four independent variables (project leadership, project financing, monitoring and evaluation, beneficiary.

Discussion

Based on the results of the correlation and regression analysis Project financing, Monitoring and evaluation and Beneficiary involvement are good Project leadership predictors of the project performance of VUP RUHANGO SECTOR where the Project leadership is the greatest indicator with $\beta 1 = .335$ followed by Project financing with $\beta_2 = .335$ followed by Monitoring and evaluation with $\beta_3 = .208$ and lastly effective beneficiary involvement with $\beta_4 = .219$. Additionally, there is a strong correlation between Project leadership and Project Performance, as shown by the correlation table, which shows a Pearson correlation of 0.889 between the two variables. As you can see, it is significantly less than the 0.05 and 0.01 levels of significance. Project financing and Project Performance have a strong correlation of 0.884, it is significantly less than the 0.05 and 0.01 levels of significance. p-value of 0.000, which is significantly lower than the 0.05 level of statistical significance. There was a moderate and positive correlation found between VUP Ruhango Sector Monitoring and evaluation and Project Performance, with a Pearson Correlation value of 0.743 being the most significant. The finding again revealed that project management affect performance of public projects in Rwanda within Vision Umurenge Programme Ruhango Sector.

Conclusion

The purpose of this study is to the management and performance of public projects in Rwanda where Project leadership with existing leadership style ensures there is accessibility of leaders for consultation on project issues. This means that project leaders who incorporate their existing leadership style into their project management approach make themselves readily available for consultation on project-related matters. This accessibility fosters open communication, collaboration, and problem-

solving within the project team, ultimately leading to more successful project outcomes.

On the influence of project financing on project performance of VUP Ruhango Sector can be significant in various aspects. Adequate funding for each aspect of project implementation ensures that resources are available to carry out activities effectively and efficiently. Easy access to allocated funds allows for smooth project execution without delays or interruptions due to financial constraints. When funds are allocated per the budgeted activities, it helps in maintaining financial discipline and ensures that resources are utilized as planned. Sustainable funds that can run the project for the stipulated time of implementation are crucial for the successful completion of the project. Timely disbursement of project funds is essential as it ensures that projects are implemented on schedule, leading to improved project performance.

The project evaluation plays a crucial role in determining the success and effectiveness of projects, including the VUP Ruhango Sector project. By systematically assessing the progress, outcomes, and impact of the project, evaluation provides valuable insights that inform decision-making and drive improvements. Through the process of evaluation, stakeholders can identify strengths and weaknesses, measure performance against objectives, and make informed adjustments to enhance project performance.

Periodic evaluation of the VUP Ruhango Sector project ensures that stakeholders receive timely feedback on the project's progress and performance. This feedback loop is crucial for maintaining stakeholder engagement, addressing concerns or issues promptly, and making necessary adjustments to improve project outcomes. The mean score of 4.42 and standard deviation of 0.762 indicate a relatively high level of satisfaction and consistency in the feedback provided to stakeholders, highlighting the effectiveness of the evaluation process in driving continuous improvement.

Based on the results obtained in the *Table 6* the Correlations analysis showed that there is a strong correlation between Project leadership and Project Performance, as shown by the correlation table, which shows a Pearson correlation of 0.889 between the two variables. it is significantly less than the 0.05 and 0.01 levels of significance.

The results of the correlation table show that Project financing and Project Performance have a strong correlation of 0.884it is significantly less than the 0.05 and 0.01 levels of significance. P-value of 0.000, which is significantly lower than the 0.05 level of statistical significance. There was a moderate and positive correlation found between VUP Ruhango Sector Monitoring and evaluation and Project Performance, with a Pearson Correlation value of 0.743 being the most significant. According to the correlation table, Beneficiary Involvement and Project Performance have a strong correlation of 0.807 according to Pearson. As you can see, it is significantly less than the 0.05 and 0.01 levels of significance.

General Recommendations

The study suggests emphasis be given to the experience of project staff to ensure projects are effectively executed in order to fully meet set objectives. Project leaders' need a minimum year of experience in order to be better placed to design project teams that incorporate a mix of employees who are more capable of effectively executing projects, thus ensuring performance of VUP Ruhango Sector projects.

The management and performance of VUP Ruhango Sector can be improved through several recommendations. Firstly, it is essential to enhance coordination and collaboration among stakeholders involved in the program. This can help streamline processes, avoid duplication of efforts, and ensure effective implementation of activities. Secondly, there should be a focus on capacity building for staff members to enhance their skills and knowledge in managing the program efficiently. Training sessions and workshops can be organized to equip them with the necessary tools to carry out their responsibilities effectively. Thirdly, regular monitoring and evaluation of the program are crucial to track progress, identify challenges, and make informed decisions for improvement. This can help in identifying areas that require attention and resources to enhance overall performance. Additionally, fostering community participation and engagement can contribute to the success of the program by ensuring that it meets the needs and priorities of the local population. Lastly, maintaining transparency and accountability in all aspects of the program can build trust among stakeholders and promote good governance practices.

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RELATIONSHIP BETWEEN PROJECT MANAGEMENT SOFT SKILLS AND PROJECT SUCCESS IN RWANDA

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Abstract

The study focused on examining the relationship between project management soft skills and project success. Data was collected from 30 participants and the census sampling method was used. Among them there were country coordinator, program manager, district coordinator, directors. In order to analyze the relationship correlation techniques were used as the real technique which display the numerical answer regarding the link amid soft skills and project success which indicated the positive colleration of soft skills on project success. The study used a cross-section survey design and the study focused on Spark microgrant, an international NGO. The study used both qualitative and quantitative research approaches for Data collection like questionnaire, interview, documentary, observation as well as SPSS for descriptive statistics

Keywords: *soft skills, hard skills, conflict management skills, leadership skills, communication skills, Project success.*

The ambition of all associations is not lonely to maintain other Tanta to keep continuously in human-based performance. In order to meet the needs of a competitive market, organizations such as NGOs (NGO) must constantly increase productivity (ARSLAN & STAUB, 2013). To achieve this, many companies have found that project creation is the best way to use. According to PMBOK, 5, the project is defined as a temporary increase in creating unique products, services, or results.

A major business consisting of projects is considered to control the costs and goals of the project management project project. Therefore, in order to achieve this by the study of Peter & Randolph (2009), the project manager plays an important role in improving the possibility of success in the project and does not take the soft miniature and technology to study smooth technology. science. Robust technology consists of tools, processes, and technologies. Smooth technology is managed, and it is a customer's depositer and provides a small and quality products and services that offer a customer that offers quality products and services.

Nowadays, the generation of smooth technology is important for the success of the project. Communication, risk management, troubleshooting, decision-making, time management, trust building and leadership are one of the main soft skills for all project management. , communication technology will help you keep accurate and efficient communication. Lowering decisions is related to the adoption of the correct solution in the behavior, and to confirm the analysis and choose a better leader to help you to achieve your research goals of your project.

Soft skills are considered the foundation of professional success and multiple studies support this idea. Ayer (2005) states, "There are many claims in the industry that interpersonal skills can be developed in a few hours of training. life. . The way out is terrible, but for those who really need to do well in their careers, they have no choice." In the present scenario, such skills are very important not only for employment but also for retention. Soft skills, also known as job skills or job skills, are highly sought after in today's job market.

Rwanda, like any other country, has many organizations that create and survive projects, some of which are private organizations, non-governmental organizations (NGOs) and public organizations. Below are examples of such organizations in Rwanda. Public organizations include schools and hospitals. CETRAF Ltd and URWIBUTSO Enterprise are examples of private companies. Non-governmental organizations include SPARK Microgrants, Worldvision, UNDP, and Care International Rwanda. Spark MicroGrants is a non-profit organization based in Kampala, Uganda that helps beneficiaries in my research organize and implement developments based in East Africa. Founded in 2010. The beneficiaries of Spark are the people who make decisions in every process. Key decision makers at each stage of the process. This helps the beneficiary have a vision and achieve their goals.

Many project managers began to dispose of venture control of smooth technology(soft skills) to help his success on national or global scale. Some of these indulgents are leadership skills, communication skills and conflict management, which have a high positive impact on project victory.

To obtain a complete understanding of the technology of the indulgence technology required for project management, it is important to consume a school task that considers all the time of the subject. This includes additional common operating elements for leadership and power. Leaders, human quality, emotional smart technologies and the impact on the success of the project will increase the greater knowledge.

Literature Review

Societal Skills as a Vital Pillar of Managerial Success: There have been many important changes in leadership recently. The growth of production and the achievement of a state in which supply begins to exceed demand will depend on the development of the market on a global scale. The impact of globalization on the world economy is growing rapidly. To compete in today's fast-paced business environment, companies must not only monitor and mitigate their external environment, but also unlock the full potential of their internal environment. To be a successful long-term manager, you must seize every opportunity for both hard and soft factors. In this complex process, managers' social skills can play an important role. Numerous experimental studies have shown that the literature shows that, on average, managers spend 70% of their time communicating and

building relationships with other employees. Worker management can be ineffective without communication, enjoyment, confidence, motivation, listening, and other social skills. Managers attract assistants, colleagues, representatives of other groups, spirit of innovation and public and other organizations. In today's literature, the term "social skills" refers to another term. There may be terms such as social ability, interaction ability, social ability, transferable relationship ability, etc. Social abilities associated with different terms over time are called emotional or social intelligence, for example in Ahmetoglu research. Leutner, Chamorro Free Music, 2011; Farh, C. C., Seo, Tesluk, 2012; Goleman, 2011). These are names that go beyond writing skills and give them a decent dimension. A person of great skill is tested by the fact that he cannot even rule an area as long as he has communication skills.

The purpose of our study is to show that qualifications and expertise are one of the prerequisites for management success, and other important factors are having social skills in management and direction. In some studies submitted by their definitions, a selected questionnaire for topics based on theoretical backgrounds and other researchers. According to various authors. In addition, empirical studies on the relationship between attitudes to social skills and management are displayed for a while. In 2014, the survey was a questionnaire that was confirmed at different levels of management of 50 selected agricultural administrators and this method was rejected by Riggio and Carney (2007).

Research Methodology

This study was carried out using a questionnaire and interview. Sekaran (2005) defined questionnaire as a set of questions which are asked to obtain information from a respondent. The technique was of utmost importance for us, it helped to gather all the necessary information about this research. For the purpose of this study, the questionnaires were distributed to respondents selected from organization management of spark microgrants in order to provide the necessary information related to relationship between project management soft skills and the success of project particularly in spark microgrants.

The questionnaires were distributed through face to face intervention and visiting organization. A total of 30 questionnaires were distributed. According to Bailey (1978), interview this is where the interviewer obtains information from interviewee face to face. In this research the use of this instrument, selected respondent for the interest of this study interviewed. All over this investigation both structured interviews and unstructured interviews were used.

Data was collected using a non-probabilistic sampling (convenient sampling) technique. Data provided was collected from primary sources. Cover letter was also attached with questionnaire to insure that there is no risk to participate in this research and also assure you that participation will be confidential.

The survey was divided into 5 sections. First section was about demographic information which contains items including: age, name, sex, marital status, experience, qualification and so on. The second section was about leadership skills. Third was Communication skills, Fourth were about conflict management skills. Last section was about project success. Out of 30 questionnaires, all questionnaires were received and used. From section B to section E, each section was composed of 10 questions (variables).

Data for leadership skills, communication skills, conflict management skills and project success was evaluated on 5 point Likert scale (1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree). English is mandatory for all the educations in Rwanda and some of the organizations use it. Thus, some of the questionnaires were translated to the participants into native language which is Kinyarwanda.

Results and Discussions

Descriptive Statistics and Correlation: Descriptive statistics of leadership skills, communication skills, conflict management skills, project success and correlation were presented.

The findings from table indicated that the majority of respondents strongly agreed that the explained variables have the relationship with project succession in Rwanda. The results from eight variables indicated that the respondents strongly agreed that leadership skills has the relationship with the project success at very high mean ranging between (μ=4.0000- μ=4.4667). And their standards deviation ranging between (STD= 1.08278- STD= .50742). it also shows that there is heterogeneous of responses because among 8 variables, each and every variable has standard deviation which is greater than 0.5**.** The results also showed that remaining two variables the respondents accepted at high mean.

Most of the interviewees confirmed that "the application of leadership skills has greatly impacted the success of spark microgrants towards the attainment of its objectives as well as Training for managers is necessary for effective management in an organization. Moreover, other interviewees disagreed to up hold that those Different experiences are criteria of the capability to be hired, they said that experience is not criteria rather job can be given for those who deserve and who are able.

The results from the table showed that for all the ten variables respondents have strongly agreed that the channels of communication have led to the success of spark microgrants. These variables with their means ranging between (4.2333 -4.7000) were answered at very high mean with their standard deviations ranging between (1.13512-.46609).

The above table also shows that there are two variables with standard deviations which are below 0.5, it means there are homogeneity of responses among the respondents while the rest 8 variables have the standard deviations which are greater than 0.5, it means there are heterogeneity of responses among the respondents. Overall, conclusion from data collected from the

field indicated that respondents confirmed channels of communication used by spark affect its success at very high mean.

Finding from interview showed that the majority of beneficiaries indicated that the oral, text message, and written communication are the best way to be used while communicating between project stakeholders where the beneficiaries belong. A tool which is likely to be used for communication between the stakeholders of project and the other members are cell phones for calling, text messages and the laptop machines for sending emails between themselves, and other virtual meetings. These tools are essential because they eased communication between the instead of using messengers to meet the recipient face to face.

The results from table 10 showed that 9 variables respondents have strongly agreed that the application of conflict management skills have led to the success of spark. These variables with their means ranging between (4.1667-4.6667) with their respective standard deviation which are1.08543 and .71116were answered at very high mean.

The above table also indicated that all the above nine variables are with the standard deviations which are greater than 0.5, this means that there is heterogeneity of responses from the respondents. This also shows that there is 1 variable with standard deviation which is below 0.5, it means that there is homogeneity of responses.

The result also showed that 1 variable respondent has agreed that the use of conflict management skills has led to the success of spark also with mean which is equal to 3.9333 and its standard deviation which is equal to1.22990. Overall, conclusion from data collected from the field indicated that respondent's confirmed that conflict management skills affect its success at very high mean.

Results from that collected from interview. The Findings from interview showed that the majority of beneficiaries (communities) indicated that the use of negotiation, collaboration and mediation as techniques are the best way to be used while managing and resolving the conflicts among the stakeholders of project where the beneficiaries belong. This had greatly impacted positively to the success of project and it led to the reduction of conflict among the stakeholders

The results from table also showed that 8 variables respondents have strongly agreed that the the PESTEL aspects has led to the triumph of spark**.** These variables with their means ranging between (4.6667- 4.1333) with their standard deviation which are.92227and .93710 respectively were answered at very high mean. It also shows that all the 10 variables are with standard deviations which are greater than 0.5, this means there are heterogeneity of responses from the respondents. The result also showed that 2 variables respondents has agreed that the PESTEL aspects has led to the triumph of spark with mean ranging between (3.9667-3.9333) and their standard deviation which are equal to .88992 and 1.08066

respectively. Overall, conclusion from information got from the field indicated that respondents confirmed that PESTEL aspect triumph of spark's funded project at very high mean.

Results from that collected from interview. The Outcomes from interview showed that the majority of beneficiaries indicated that the usage of technology aspect, upholding laws regarding the instituting of NGO in Rwanda, collaboration with local government, , are the best way to be used while ensuring that the project is succeeding through the use of extraneous variables as explained in conceptual framework.

The results from table showed that all 10 variables respondents have strongly agreed during the last three years the level of project success has increased**.** These variables with their means ranging between (4.5667-4.0333) with their standard deviation which are.62606and .88992 respectively were answered at very high mean and there is heterogenousn of responses because standard deviation is above 0.5(SD>0.5). Overall, results in table 12 indicated that all the respondents confirmed that the success level of the project has increase at very high mean.

Correlation

Table1: Multiple correlation analysis.

		LS	CM	CMS	PESTEL	PS
LS	Pearson Correlation	1	.947**	.991**	.958**	.933**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	20	20	20	20	20
CS	Pearson Correlation	.947**	1	.961**	.951**	.849**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	20	20	20	20	20
CMS	Pearson Correlation	.991**	.961**	1	.941**	.918**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	20	20	20	20	20
PESTEL	Pearson Correlation	.958**	.951**	.941**	1	.906**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	20	20	20	20	20
PS	Pearson Correlation	.933**	.849**	.918**	.906**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	20	20	20	20	20
**. Correlation is significant at the 0.01 level (2-tailed).						

LS: Leadership Skills; CS: Communication Skills; CMS: Conflict Management Skills. PESTEL: Political, Economic, Social, Technology, Environmental, Legal. PS: Project Success.

From the correlation Table, the results show that there is very positive strong correlation between leadership skills and project triumph as Pearson correlation is.933**. The p-value is 0.000, which is below than both standard significance levels of 0.05 and 0.01.From the correlation Table, the outcomes display that there is strong positive correlation between communiqué skills and project success as Pearson correlation is .849**. The p-value is 0.000, which is below than both standard significance levels of 0.05 and 0.01.

Table reveals that questionnaire were answered by 20 respondents, p-value is 0.000, which is below standard significance levels of 0.05. In this research, researcher confirmed a relationship between conflict management skills and triumph of project. Since the Pearson Correlation value was .918**and it is significant, the researcher proved that there very positive strong correlation between conflict management skills and success of advancing citizens engagement project prepared and financed by spark microgrants.

From the correlation Table, the outcomes show that there is very strong correlation between Inventory PESTEL aspects and success of advancing citizens engagement project prepared and financed by spark microgrants as Pearson correlation is .906**. The p-value is 0.000, which is below both standard significance levels of 0.05 and 0.01.

Discussion

Findings of the current study are in line with the previous literature made by ahmedRiaz, Msood Muhammad tahir and azminoor, (2013) indicated that leadership skills are vital for project managers while managing projects effectively and efficiently. Their literature reveals that project managers must possess essential qualities and competencies of leadership in addition to management skills for effective accomplishment of business and project results. Finding from many research manifests that leadership skills have great impacts on project success at greater percentage. As conclusion, leadership skills have significance relationship with leaners project success as explained by many researchers and the results from field. R.prabavathi and P.C Nagasubramani (2018) indicated that People communicate using different methods such as sending an email, talking on the phone and placing print advertisements in specific places. In real life, most of us spend their times in communication with other at an average of 70% and every institution must communicate its products and services. Iksan et al. (2012) displayed that communication skills are skills that help to share the information among the people in an institution and it can be done through written and verbally. Prabavathi & Nagasubramani (2018). Communication skills is very vital aspect required in scientific world, (Khan & Rahman, 2017), job guidance, and business (Mahajan, 2015). ...

According to john allen, (2021) in his research concluded that there is significance relationship between communication skills and project triumph. The importance of communication to venture managing must not be overlooked. Active communiqué is integral to the successful expansion of a project as and its delivery. Project management is a collaborative effort, meaning clear and active communiqué is crucial at every stage. By focusing on the way communication is delivered and received, project management teams will see their projects run smoothly and more efficiently. These findings are similar to the analysis made by Mekelburg, Diana (2000), Project managers are the key players in the

continuous transition from conflict to collaboration. By following the steps required for collaboration and by using extra aids where needed, project managers can ensure better working relationships between project stakeholders and the project succeed as well, not only in the current project, but also in future projects. The other findings are also probable to be similar to the analysis related to A Study of NGO Relations with Government and Communities made by Emilie Jelinek, (2006) his Research found that a favourable impression of NGOs generally depended on the commitment and long-term presence of an NGO in an area, and the level to which the NGO had managed to establish an effective relationship with both the community and the government so that their project prosper and succeed.

Conclusion

Finally, Project can be successful when all the stakeholders work together to achieve its success. This implies that government, non-governmental organization and other stakeholders must have both lenient abilities and hard skills and work together in creating conducive environment that can lead to the triumph of such project. Lenientabilities are among the skills that helped project managers and organization itself to enhance the triumph of the project which he/she is managing and hard skills as well.

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FACTORS LEADING TO MATERIALISM IN CHILDREN: A SURVEY OF SCHOOL CHILDREN IN AHMEDABAD, INDIA

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Abstract

Materialism is a philosophical perspective that emphasizes on physicalism or state of being. When children exhibit a tendency or express desire for material possessions, it can be termed as materialism in children. Researchers working on materialism among children highlighted that it is increasing among children. Past researchers have associated marketing, role of media, peers and so on as reasons for increasing materialism in children. However, there is still not much clarity with regard to the individual and situational factors that lead to materialism in children, which increases their vulnerability to such thoughts and behaviors. The present study is an attempt to understand the role of different internal and external factors that lead to child materialism.

Keywords: *Materialism, children, socialization, advertising, child development, peer influence*

The term "materialism" can be viewed from several viewpoints. For example, from a philosophical standpoint, it emphasizes that physical matter is the only and ultimate reality (Belk, 1984). From a sociocultural standpoint, it places high importance to material possessions over quality of life and spirituality. It creates a belief that acquisition of material things is a primary source of satisfaction and fulfillment in life. In past, studies on materialism have tried to understand it beyond philosophical standpoint, i.e. from psychological, sociological, economic and so on. Past researchers have mainly tried to understand its impact on wellbeing (Balikcioglu and Arslan, 2020), which could be both positive and negative. Researchers have also studied the factors which impact materialism.

The growing influence of materialism in children is a matter of debate as well as concern to parents, educators, and government authorities. Although there are not many researches on child materialism, but past researchers have made direct attempts to understand the factors that lead to materialism in children or its impact on children (Allsop et al.,2021) and later part of their life (Manchiraju and Son, 2014). But still there is scope for descriptive researches on this theme. Indirectly, associated themes of child materialism have been studied in terms of "pester power", "child advertising", "child consumerism", "children buying behavior" and so on. However, there is still not much clarity with regard to the internal and external factors that lead to materialism in children, which increases their vulnerability to such thoughts and behaviors. In present time, the children have emerged as avid consumers, which is a matter of concern from the point of view of increasing materialistic attitudes in children and adolescents (Chaplin & John, 2007; Bronfenbrenner, 1986). Past studies have highlighted family environment and parenting style have direct

influence, while exposure to media, peer influence and advertising on TVas other influencers of materialism in children and adolescents (Speck & Peterson, 2010), and some researchers have studied materialism in 6 to 12 years old, but using different factors of child materialism an integrated model could be developed. Therefore, the present study is a to attempt identify the factors of child materialism. In the subsequent sections of this article, important sections such as literature review, hypotheses, methodology, results and discussions are presented.

Literature Review

A critical review was done to find out the factors of child materialism. Using keyword descriptors, we collected 117 research papers from major databases and then after reading the abstracts of these research papers online, we finally selected a sample of 64 articles based relevance to the theme and quality of publication, based on impact factor and rankings, for the literature review. Based on these 64 papers, a critical review of the proposed theme of research is presented in the subsequent paragraphs.

In the past two decades, there is a growing concern regarding targeting of children by businesses, which is leading to increasing materialism in children. Companies spend a huge marketing budget targeting children (Schor, 2005; Cook, 2009). Literature suggest, because of both parents working out of home, children use a lot of cable networks, smart AI and internet which may result in their consumer socialization and increase in materialistic attitude (Schor, 2004). Literature suggests that cultures which promote possession of material goods among children for personal gratification, to celebrate success, or for self-fulfillment result in child materialism by the age they enter fifth or sixth grade (John, 1999). Achenreiner and John (2003) and other researchers have found that children have high brand recognition and recall even at an early age of 4-5 years and they also prefer to use these brands as consumption symbolism and aspire to be own them, particularly this tendency or aspect of materialism increases with the growth in cognitive abilities. Thus, in past researches, we found inconclusiveness with regard to the effect of age on child materialism, particularly with regard to age (Chaplin & John 2007; Achenreiner (1997; Goldberg et al. 2003; Chan, 2003), particularly we observed that the relationship between age and child materialism vary among cultures.

There is abundant literature on influence of media on child materialism. They found that advertisements impact children even at an early age of 4-5 years (Goldberg and Gorn 1978). Other factors such as peer communication and television viewing also influence child materialism (Churchill & Moschis, 1979). But based on the past studies, we could observe that the influence of media exposure on child materialism could vary because of culture, i.e. it was found different in Latin American (Speck & Peterson, 2010), Chinese (Chan et al., 2006) or in samples across cultures

(Speck & Roy, 2008). Chaplin & John (2007) found the role of ineffective family communication patterns in influencing child materialism. Thus, based on the literature review on materialism among children, we may think of categorizing the factors of child materialism into three types: individual (age, gender, self-esteem), semi-contextual (family status), contextual (media exposure, peer influence, media celebrities).

Based on the extant literature review, we identified the role of individual level, family level and some external environment level factors which are responsible for the perceived development of materialistic values among children and adolescents. Therefore, we thought of summarizing them in a table, as given in Table 2.1 below to highlight the factors responsible for formation of materialistic attitudes and behaviors in children and adolescents.

Table 1 : Overview of effects of factors on child materialism

Group	Factor	Effect	References
Internal factors	Age Gender Self-esteem	Mixed results, increases at 12, or no difference between 8-9 and 12. Higher in males in western societies, NS in Chinese samples. (-) related	Buijzen & Valkenburg (2005); Chao & Schor (1998); Kasser & Ryan, (1996); Litt & Stock (2011); Lui & Wong (2012); Nelson, & McLeod (2005); Richins, (2004); Richins & Dawson (1992); Sirgy, Grzeskowiak, & Su (2005)
Semi contextual factors (Family related)	Family materialism Family income Family disruption Family communication Family religiosity	(+) related (+) related, but mixed findings in adult samples. (+) related (+) in families with socio-oriented communication patterns No studies in children. (-) related in adolescents	Goldberg et al. (2003); Kasser & Sheldon (2002); Nelson & McLeod (2005); Opree, Buijzen & Valkenburg (2011); Pope & Manglesdorf (2012); Richins & Dawson (1992);
Contextual factors (External influences)	Media exposure Peer influence Media celebrities	TV viewing: mixed results, (+) or NS TV ad viewing: mixed results, (+) or NS (+) related to peer communication (+) related to susceptibility to peer influence (+) related to admiration for media icons	Rose,(2007); Zhou & Belk (2004).

The study uses three levels of factors of child materialism, which has been used to develop a conceptual framework. Table 2.1 presents the identified measurement variables for child. The relationship between child

materialism and the identified factors have been explained in the above literature review.

Conceptual Framework and Hypotheses

Based on literature review, three categories of factors emerged, i.e. individual, family related and situation related factors. Figure 3.1 presents the conceptual framework and hypotheses. From literature we found that it was inconclusive regarding influence of age, gender and self-esteem on child materialism. With regard to family related factors, literature suggested parent's materialism, household income, family communication, religiosity etc. could have impact on child materialism. External factors such as exposure or access to media, school type, peer influence and influence of media celebrities could have influence on children. So, based on these findings from the literature, the following hypotheses could be formulated, as given in Table 3.1.

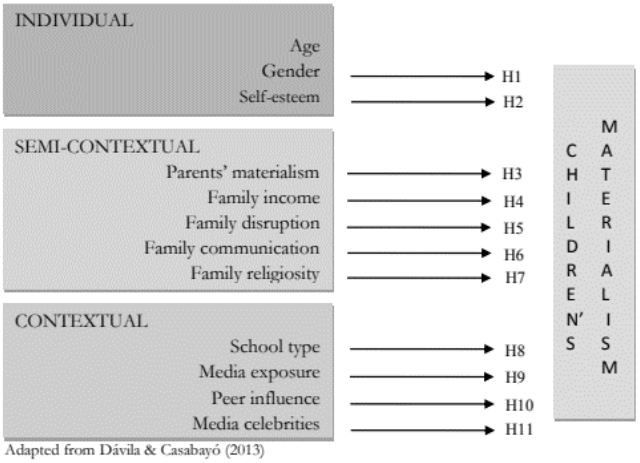

Figure 1 : Conceptual Framework and Hypotheses

Table 32 : Hypotheses

No.	Hypothesis	References
1	Boys aged 8 to 12 years old will be less materialistic than girls.	Buijzen & Valkenburg (2005); Chao & Schor (1998)
2	Self-esteem is negatively related to children's materialism	Litt & Stock (2011); Lui & Wong (2012)
3	Parents' materialism is positively related to children's materialism	Goldberg et al. (2003)
4	Family income is negatively related to children's materialism	Goldberg et al. (2003); Kasser & Sheldon (2002)
5	Children of disrupted families are more materialistic than children of intact families.	Nelson & McLeod (2005)
6	Socio-oriented communication is positively related to children's materialism.	Opree, Buijzen & Valkenburg (2011)

7	Family religiosity is negatively linked to children's materialism	Pope & Manglesdorf (2012)
8	Children in religious schools are less materialistic than children in non-religious schools.	Richins & Dawson (1992)
9	Media exposure and positive attitudes toward ads are positively linked to children's materialism	Kasser & Sheldon (2002)
10	Susceptibility to peer influence is positively linked to children's materialism	Rose,(2007)
11	Admiration of celebrities is positively linked to children's materialism.	Zhou & Belk (2004)

Methodology

After deciding the research purpose, conceptual framework and hypotheses, the methodology of the study was decided. Primary data was required to test the hypotheses. Therefore, in order to collect the data, scales for measurement was compared on the basis of suitability and scope of constructs (Churchill, 1979). The measurement variables were identified, and the questionnaire was developed. The questionnaire included four sections: description of basic terms, description about materialism among children with an example, items related to dimensions of conceptual framework, and demographic details. In this case the questionnaire was prepared in MS Word, and administered in person and through intermediary contact.

For this research, data was collected from children, and each of the child's parents (mother or father, if not then grant parent or guardian). Therefore, it was two different surveys planned for a single questionnaire. Different scales were used for preparing the questionnaire, which was pilot tested before administering on the main sample. There were few critical things that needed attention in the survey, i.e. there were few questions which were out of purview of the children so their parents had to be interviewed, and interview of two different stakeholders increased the risk of non-response and common method variance.

In this research, a stratified random sampling was used. Roughly 6149445 (2011 Census) students age group 8-12 years study in Gujarat. Out of this population, 65% study in public schools and 35% in private schools. Public schools represent 58% of schools and 21% schools are Private. For this research, we student sample aged 8 to 12 years studying in academic year 2021-2022, as they are neither too old nor very small that their survey results would vary greatly. Surveys were conducted in 4 public and 4 private schools in Ahmedabad with the permission of school authorities. Children filled the survey questionnaire in their classroom, which took 15 to 25 minutes to complete, with longer time required for those who needed explanations. A separate survey was administered on parents telephonically. Both Children's and parents' surveys were kept anonymous.

Table 3 : Survey by School and answer rate

	Children's survey	Parent's survey	Answer rate (parents)
School 1	93	44	47%
School 2	143	114	80%
School 3	133	120	90%
School 4	123	107	87%
Total	492	385	78%

The survey response consisted 492 school students and 385 parents of surveyed students. The response sample comprised of 243 girls (49.4%) and 249 boys (50.6%). The age group of the respondents was 7 to 13 years (M=10.40, SD=1.48). The survey parent sample consisted of 289 respondents.

Table 4 : Demographic Details

Sample Characteristics	N	%
Gender (N=492)		
Boys	249	50.6
Girls	243	49.4
Age (N=490)		
6-7	13	2.6
8	91	18.5
9	94	19.1
10	106	21.5
11	98	19.9
12	84	17.1
13-14	6	1.2
Yearly family Income (N=339)		
Below 1,00,000	86	25.4
1,00,001-2,00,000	84	24.8
2,00,001-5,00,000	51	15.0
5,00,001-10,00,000	32	9.4
10,00,001-15,00,000	22	6.5
15,00,001-20,00,000	19	5.6
Above 20,00,000	45	13.3
School type (N=492)		
Private School	369	75.0
Public School	123	25.0

Data Analysis & Results

We used two techniques for our data analysis. A correlation analysis to understand the nature relationships between factors of child materialism and to establish causation through structural equation model (SEM). Table 5.1 gives the correlation matrix suggesting correlation and their level of significance. The results suggest the following:

Thus we may conclude that all factors having external influences on child materialism have a positive and statistically significant correlation, whereas only one semi-contextual family related factor, i.e. family income, had statistically significant negative correlation with child materialism. Two individual factors, i.e. age and self-esteem had negative statistically significant relations. Table 5.3 summarizes these findings.

Age and child materialism were negatively correlated. The age mean in upper quartile was lower was significantly different; The correlation with gender was not significant, i.e. mean of boys and girls was not significantly different. So, H1testing gender difference in the materialism levels of school students was not supported; Similarly, H2 testing influence of Self-esteem was found to be negatively related. Therefore, H2 was supported; The correlation between child materialism with parents' materialism was not found to be significant. So, H3 was not supported; Family income was negatively correlated with child materialism. The mean value was significantly different in upper and lower quartile. So, H4 was supported; Family disruption did not have influence on child materialism. The mean for single parent family was higher than intact families, but with no significant difference. So, H5 testing family disruption to be a significant cause of child materialism was not supported; The correlation with communication pattern in the family was not significant. Hence, H6 was not supported; Religious orientation of the family also did not significantly correlate with child materialism. So, H7 was not supported; School type had significant influence on child materialism. Students in private schools were less materialistic than students in public schools. Income of parents in private school was higher than public schools, so partial correlation between the two groups of students did not affect the model, but when controlled for income, the relationship was significant. So, H8 was supported; The relationship with exposure to media was overall supported, i.e., internet, and attitudes towards ads. Hence, H9 was supported; Correlation with susceptibility to peer influence was highly significant. Therefore, H10 was supported; Imitation of celebrities had highly significant correlation. Similarly, role model influence was positively correlated. Hence, H11 was supported based on the data.

Table 5 : Correlations and p values of each factor with children's materialism

Factor	N	relation	p	*p* value	
INTERNAL					
Age	490	negative	-.223	.000	*p*<.001
Sex (girls=0, boys =1)	492	positive	.008	.858	NS
Self-esteem	472	negative	-.097	.036	*p*<.05
FAMILY INFLUENCES					
Parents' materialism	366	positive	.061	.242	NS
Family income	339	negative	-.222	.000	*p*<.001
Family disruption (disrupted/single =1, both parents =0) Family communication patterns)	381	positive	.077	.131	NS
1. Socially oriented communication	366	positive	.079	.134	NS
2. Concept oriented communication	375	positive	.049	.340	NS
Family religiosity	368	negative	-.074	.154	NS
EXTERNAL INFLUENCES					
School type (private = 0, public =1)	492	negative	-.143	.001	*p*<.01
Hours of TV watching	489	positive	.139	.002	*p*<.01
Hours of Internet	486	positive	.118	.009	*p*<.01
Attitude to Ads	482	positive	.435	.000	*p*<.001

Susceptibility to peer influence	484	positive	.527	.000	$p<.001$
Imitation of media celebrities	483	positive	.478	.000	$p<.001$
Admiration of (chosen) icon	486	positive	.097	.032	$p<.05$

Table 6 : Correlation Matrix

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Children's Materialism															
Internal Factors															
2. Age	-.22***														
3. Sex	.01	.04													
4. Self-esteem	-.10*	.03	.01												
Semi-Contextual Factors – family Influences															
5. Parent's materialism	-.06	-.12*	.00	.03											
6. Family Income	-.22***	-.08	-.13	-.01	-.15**										
7. Family Disruption	.08	.06	-.03	.05	.03	-.20***									
8. Socially oriented communication	-.08	.09	-.04	-.08	.04	-.03	.02								
9. Family Religiosity	-.07	-.01	-.12*	-.00	.02	.10	-.02	.05							
Contextual Factors-External Influences															
1. School Type	-.14**	.06	.02	-.07	-.11*	.55***	-.07	-.01	.24***						
2. TV hours	.14**	.03	.01	.04	-.06	-.24***	.08	-.03	-.10	-.17**					
3. Internet Hours	.12**	.12*	.05	-.03	.02	-.18***	.01	.03	-.05	-.07	.26***				
4. Attitude towards Ads	.44***	-.31***	.03	-.13**	.10	-.13*	-.00	.03	.04	-.05	.03	.01			
5. Susceptibility to peer influence	.53***	-.22***	.11*	-.15**	.09	-.09	.13*	-.03	-.04	-.03	.09*	.07	.44***		
6. Imitation of celebrities	.48***	-.12**	.02	-.13**	.08	-.14**	.01	.10	-.05	-.08	.13*	.07	.25***	.46***	
7. Admiration of mediatic icon	.10*	.06	.01	.05	-.01	-.08	-.03	.10	.03	-.06	.04	.04	.06	.13*	.27***

Table 7 : Summary of Significant factors of children materialism

Factor	Relationship with materialism
Individual factors	
+ Age	+
+ Self-esteem	+
Family influences	
+ Family Income	–
School Type	–
External influences	
+ Hours of TV watching	+
+ Hours of Internet	+
+ Attitude to Ads	+
+ Susceptibility to peer influence	+
+ Imitation of media celebrities	+
+ Admiration of (chosen) icon	+

Thus we may conclude that all factors having external influences on child materialism have a positive and statistically significant correlation, whereas

only one semi-contextual family related factor, i.e. family income, had statistically significant negative correlation with child materialism. Two individual factors, i.e. age and self-esteem had negative statistically significant relations. Table 5.3 summarizes these findings.

Identifying the Factors with the Highest Impact

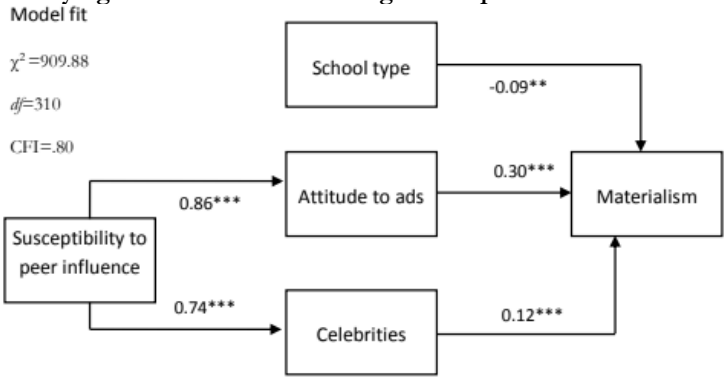

Figure 2 : SEM of Children's Materialism controlling for Gender and Income

** path significant at p<.001

This study aimed at identifying the factors of child materialism. Therefore, a conceptual model was developed and then structural equation model in SPSS AMOS was administered. Based on the data, some factors did not significantly load on child materialism. After eliminating those factors, the final model with having significant paths weights was obtained. There were two changes, i.e. gender and income were used as control variables in the final model. The model had an acceptable model fit (Arbuckle 2005). Table 5.4 gives the Model Fit Index.

Table 8 : Model Fit Index

χ2	df	CFI	NFI	RMSEA	χ2 /df
909.88	310	0.80	0.73	0.063	2.935

Conclusions & Discussions

Based on the results and analysis of the data, we can arrive at the following key conclusions about this study:

This results of this study suggest factors of child materialism can be classified in three groups, i.e. individual, family related and external factors. The results highlighted that there are individual, family related and external factors which influences child materialism in 8-12 years. The results aligned with previous researches, but factors such as family income did not influence child materialism, which contradicts previous research results.

This study validated Kasser et al.'s (2004) model, when it suggested that feelings of insecurity and exposure to role models lead to child materialism, which is similar to the results this study which suggest that trust in advertising and aspiration from brand icon lead to higher materialism in children.

The findings of this study contradicts Chaplin and John's (2007) findings, which suggested that materialism in 8 to 12 years' children occurs due to decline in self-esteem.

This study confirmed the findings of Chan (2003) that materialism could be higher in 6 and 7 year olds.

Limitations of the Study

The limitations of this study are following:

This study was carried out in the eight schools of Ahmedabad, Gujarat. Since this is a very limited sample drawn from one single province, so generalizability could be limited due to cultural differences in the population. Our finding that children in public schools are less materialistic than children in private schools may not therefore apply to all schools in different cultural and religious settings. Therefore, further research may explore its validity in different cultural and religious settings.

The results of this study could be affected by common method variance as the dependent variable and all external variables were answered by children. Therefore, further research may look for better methods of measuring materialism in children.

For some variables, causality was not clear, particularly the external factors. Therefore, it would be advisable to affirm the role of factors such as peer influence in leading to child materialism. Another limitation of our study was that susceptibility to peer influence was measured in terms of degree of influence, but future researchers may use other measures such as Banerjee and Dittmar's (2008) Perceived Peer Group Pressure Scale.

In this study, we were not able to incorporate all possible variables in SEM Model. Therefore, even if model fit is good it may need better specification. Our study refers to some of the results in studies conducted over 30 years ago, or over 10 years ago, which may not hold true in the present context. But, some studies referred are indeed very recent. Therefore, results may be seen with due caution.

Implications and Recommendations

The following recommendations and implications could be drawn from this study: From this study, insights may be drawn by parents, school and government for preventing increasing materialistic attitudes in children. There could be counselling mechanism developed to tell the children about the ill effects of advertisements targeting children, about the not-so-glamorous aspects of celebrities' lives, which is depicted so that the children copy them. These suggestions will help children redefine their consumption priorities.

The role of TV programs is always debated with regard to their influence on children, particularly regarding increasing pester power. In this regard, parents and school may work on the perception of their child about TV ads and programs, and can counsel them about the ill effects of it, so that they become adults as rational and ethical consumers.

Today due to working of both parents and nuclear family setup the influence of parents at home is limited. Parents are not able to assess and supervise a child's relationship with friends, nor able to develop right attitude towards purchasing preferences or how they socialize at school. In such a case, socialization of children is critical for developing materialistic attitudes in children.

The results of the study suggest that factors such as family income, family disruption, family communication patterns, and gender are not the main factors, so parents, schools and government may take note of it while taking any initiatives to reduce the level of materialism in younger generations.

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