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

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ISSN 2277-7733
Volume 12 Issue 4,
March 2024

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

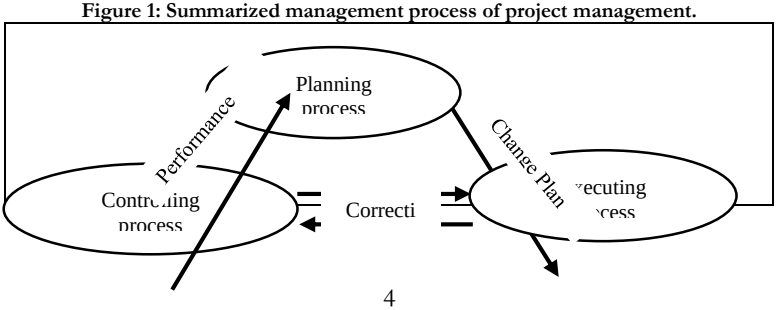
This theory can be subdivided into three theories which are a theory of project and the theory of management. The project theory seems to transformational activities of the operation. It consists of transforming inputs into finished outputs that can generate profits for the owner of a project. They are 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

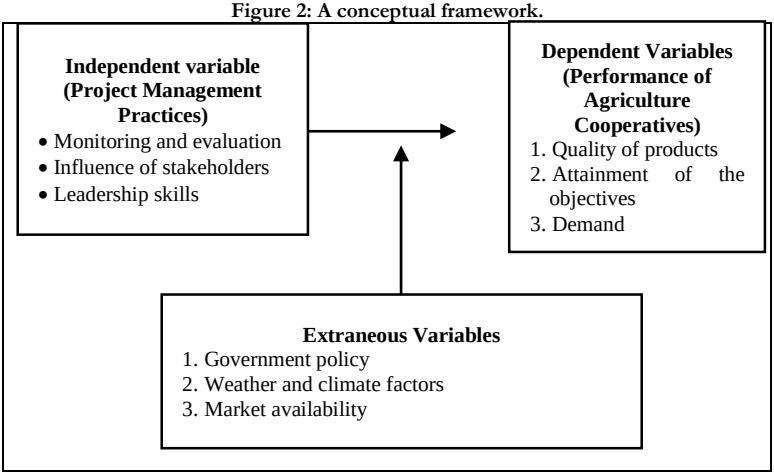
This is a theory that was developed by Barney (2011), indicated that having attractive resources provide an opportunity for an organization to win the competition against the hostile company over the market. These competitive advantages help an organization to gain more profit from the clients. Project 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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