UNIVERSITY OF RWANDA
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF BUSINESS

IMPACT OF PROJECT MANAGEMENT AREAS ON PROJECT PERFORMANCE

A CASE OF KIREHE COMMUNITY-BASED WATERSHED MANAGEMENT PROJECT (KWAMP, 2009-2018)

A THESIS SUBMITTED IN PARTIAL FULFILLMENT FOR THE DEGREE OF MASTER'S IN BUSINESS ADMINISTRATION (MBA) OF THE UNIVERSITY OF RWANDA.

By

NIYIBAHO URWIBUTSO LILIANE

REG NO:220017849

SUPERVISOR: DR. ODETTE DUSAIDI

AUGUST 2022

DECLARATION

I, NIYIBAHO URWIBUTSO Liliane, hereby declares that this thesis is my original work and has not been presented in any other University.

Signed..... Date.....

Names: .....

This thesis has been submitted for examination with my approval as university supervisor.

Signed……..... Date.....

Name.....

UNIVERSITY of RWANDA

CBE - SCHOOL OF BUSINESS

OFFICE OF THE COORDINATOR - POSTGRADUATE PROGRAMS

AUTHORISATION OF SUBMISSION OF POST GRADUATE THESIS

Student's Names: NIYIBAHO URWIBUTSO liliane

Registration Number: 220017249

Topic: Impact of project management areas on project performance. A case of Kirehe community-based watershed management project (KWAMP, 2009-2018)

Department: MBA-Project Management

Period of study: 2019-2022

Supervisor: Dr. BUSAID Odette

As Main Reader of this thesis, I authorize him/her to submit his/her the final thesis

Date and signature of the Supervisor : Busaidi 29th July 2022

Email: principal.cbe@ur.ac.rw P.O Box 1514 Kigali, Rwanda www.ur.ac.rw

ABSTRACT

This study seeks to investigate the impact of project management areas on project performance, explore the implementation process of KWAMP, assess the performance of KWAMP, and establish a relationship between implementation process strategies and the performance of KWAMP. The researcher used a questionnaire, guided interview, and documentary technique to collect data. The questionnaire was given to 140 respondents consisting of 96 project beneficiaries and 44 project implementers. The documentary technique was used to collect secondary data from textbooks, journals, and the internet. To analyze the relationship between project management areas and project performance, mean, standard deviation, and Pearson correlation were applied. The study revealed that all parties involved in project implementation that were mainly the government of Rwanda through MINAGRI and IFAD managed to identify risks, analyzed the risks, and managed to apply the risks management process to overcome risks. Therefore, the good results (high mean with low standard deviation) provided demonstrate that the beneficiaries were informed about the duration and aim of the project and strongly declared they participated in the project implementation and that they gained the ability to respond to respond to challenges with a moderate mean of 3.9. The project met its objectives as it contributed to the boost of Agricultural production, there has been an improvement in some aspects, including the improvement of the family's feedings, which increased from the affordability of medical insurance, the affordability of children's school fees, the ability to improve their shelter, and the ability to accumulate savings. Briefly, the implementation of the KWAMP project contributed to the improvement of recipients' living conditions. Based on the findings, the researcher recommends the project implementers of (MINAGRI) to enhance the stakeholder's partnership and resources management to meet the project budget and time. To the future researchers, the study suggests investigating the impact of risk assessment on the Public-Private partnerships project success

Key words: Project management areas, project performance

TABLE OF CONTENTS

DECLARATION ..... **i**

ABSTRACT ..... **iii**

TABLE OF CONTENTS ..... **iv**

LIST OF TABLES ..... **viii**

LIST OF ACRONYMS AND ABBREVIATIONS **1**

CHAPTER ONE: GENERAL INTRODUCTION **1**

1.1 Introduction 1

1.2 Background of the study 1

1.2 Statement of the Problem 2

1.3. Research objectives 3

1.3.1. General objective 3

1.3.2. Specific objectives 3

1.4. Research questions 4

1.5. Research hypothesis 4

1.6. Significance of the study 4

1.6.1. The researcher 4

1.6.2. Project implementers 4

1.6.3. Private contractors 4

1.6.4. Future researchers 5

1.7. Justification of the study 5

1.8. Organization of the study, ... 5

CHAPTER TWO: LITERATURE REVIEW **6**

2.0. Introduction 6

2.1. Theoretical literature 6

2.1.1 Theory of project management 6

2.2. Conceptual review 7

2.2.1. Project management areas 7

2.2.2. Project integration 7

2.2.3. Project scope management 7

2.2.4. Project schedule management 8
2.2.5. Project cost management 8
2.2.6. Quality management 8
2.2.7. Project resources management 8
2.2.8. Project procurement management 8
2.2.9. Project risks management 9
2.2.10. Project Stakeholder Management 9
2.3. Project performance 9
2.3.1. Indicators of project performance 10
2.3.1.1. Cost and Schedule 10
2.3.1.2. Quality 11
2.3.1.3. Project sustainability 11
2.3.1.4. Socio-economic dimensions 11
2.4 Empirical reviews 11
2.4.1. Project design and performance of community project 12
2.4.2. Project risks management and performance of community projects 13
2.4.3. Resource management and performance of community projects 14
2.4.4. Stakeholders' engagement and performance of community projects 14
2.4.5. Critical literature 15
2.4.6. Gap identification 16
2.5. Conceptual framework 17
CHAPTER THREE: RESEARCH METHODOLOGY 18
3.1. Introduction 18
3.2. Research design 18
3.3. Sampling design 18
3.3.1. Population of the study 18
3.3.2. Sampling techniques 18
3.3.3. Sample size determination 19
3.4. Measurement and scaling 20
3.4.1. Types of data 20
3.4.2. Categories of data 21
3.5. Data collection procedures 21

3.5.1. Questionnaire 21
3.5.2. Documentary technique 22
3.6. Validity and reliability of research instruments 22
3.7. Data processing and analysis 22
3.7.1. Data processing 22
3.7.2. Data analysis 23
3.8. Ethical consideration 23
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION 24
4.0. Introduction 24
4.1. Demographic Characteristics of Respondents 24
4.1.1 Distribution of project implementers 24
4.2. Analysis and interpretation of data regarding the KWAMP project 27
4.2.1. Analysis and interpretation of data regarding project management areas ... 28
4.2.2. Involvement of beneficiaries during project implementation 32
4.2.3. Assessing the performance of the KWAMP project 33
4.3. Relationship between project management areas and project performance ... 39
CHAPTER FIVE: SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS.....42
5.0. Introduction 42
5.1. Summary of the major findings 42
5.1.1. Findings regarding the project management process 42
5.1.1.1. Resources management 42
5.1.1.2. Risks management 42
5.1.1.3. Beneficiaries' involvement 43
5.1.2. Findings regarding the project performance 43
5.1.3. Relationship between implementation areas and project performance 43
5.2. Conclusion 44
5.3. Recommendations 45
5.3.1. Recommendations to MINAGRI 45
5.3.2. Recommendations to future researchers 46
References.....47

APPENDIX.....49

LIST OF TABLES

Table 1: Determination of the sample size of the study 20
Table 2: 5 points scoring range of the Likert scale of study 21
Table 3: Representation of reliability coefficient 22
Table 4: Demographic characteristics of the respondents from project implementers 24
Table 5: Demographic characteristics of project beneficiaries 26
Table 6: Number of dependents in households 27
Table 7: Project integration and scope management 28
Table 8: KWAMP schedule management 29
Table 9: Resources management and availability of resources 30
Table 10: Risks management process of the KWAMP project 31
Table 11: Involvement of beneficiaries during project implementation 32
Table 12: Accountability of project implementers 33
Table 13: The quality of the project implemented 34
Table 4.14: Project implementation schedule 34
Table 15: Measuring the project sustainability 35
Table 16: Socio-economic dimensions prior to Project implementation 37
Table 17: Socio-economic dimension after project implementation 37
Table 18.Coincidence to the budget 38
Table 19: Regression of project implementation areas and project performance 39
Table 20: Correlation coefficient 40

Figure 1: Conceptual framework 17

LIST OF ACRONYMS AND ABBREVIATIONS

FAO: Food and Agriculture Organization

GDP: Gross Domestic Product

GOR: Government of Rwanda

IFAD: International Fund for Agriculture Organization

ILO: International Labor Organization

KWAMP: Kirehe Community-based Watershed Management Project

MINAGRI: Ministry of Agriculture and Animal Resources

MINECOFIN: Ministry of Finance and Economic planning

UNESCO: United Nations Educational, Scientific and Cultural Organization

WHO: World Health Organization

IFC: International Finance Corporation

M&E: Monitoring and Evaluation

CHAPTER ONE: GENERAL INTRODUCTION

1.1 Introduction

The introduction of this study entitled the impact of project management areas and project performance represents the background of the study, the statement of the problem. Besides, it highlights the core concept of the study including the significant of the study, its objectives, limitations, the scope and the organization of the study.

1.2 Background of the study

The success of a project is often measured across various dimensions and is determined by success criteria. There should be an evaluating method for each performance measure. (Texas Department of Transportation, 2011). Performance measurements are the foundation for establishing the degree to which set objectives have been met, and when correctly designed, they can communicate whether essential goals have been met in a meaningful way for performance management. (USAID, 2010). According to (Aaltoner, 2013), in the literature, only a few studies focus on the important aspects that influence project success or failure. The success criteria are usually classified as very generic or highly specific ones that may affect only one project.

A project management area is a term used to refer to the activities that are involved since the project inception to its closure. It entails a sequence of ten areas that are project Integration Management, Project Scope Management , Project Time Management, Project Cost Management, Project Quality Management, Project Resource Management, Project Communication Management, Project Risk Management (PMI,2014)

(Albrecht, 2014) the project performance is considered only in two perspectives including the degree the extent at which the project meets technical performance within schedule and cost and the impact of the project toward the strategic mission of the organization. While there are various opinions in this field; all the researchers agree that project success cannot be defined the same way (Algeo, 2014).

A study of development initiatives in Latin America as policy experiments of small-scale agricultural projects found that project success necessitates flexibility in planning and design, the ability to alter plans as the project develops, and on-going revision during execution. (Rondinelli, 2013). It goes on to say that the majority of projects with good

project performance had at least effective project management areas adjustment when the project managers realized the original project strategy wasn't functioning. (Rondinelli, 2013).

In Africa, Keene, several community projects experienced failure due to poor management. An example is the Lesotho Highlands water projects whose main sponsor was the World Bank, European Investment Bank and African Development Bank to a tune of $3.5 billion did not do better either. The project started in 1986 with the objective of increasing fresh water supply from the mountains and electricity for sale to South Africa. This project was discontinued in 2003, as the electricity was not affordable for many people and there was an environmental and economic havoc downstream due to the amount of water. The main cause of this failure as noted was implementation design where the project's design, resource management, and stakeholders' involvement were not done properly.

The Kirehe Watershed Management project is one of the agricultural projects run by MINAGRI, it was started in April 2009. Rwanda is working with MINECOFIN and IFAD through this initiative. The development of small-scale commercial agriculture is the project's main goal in the Kirehe district. It helps a significant number of the district's engaged poor and farmers without vast acreages continue to have access to irrigation supplies, reducing their reliance on the region's more unpredictable rainfall and enabling them to switch to higher-value crops to fulfill consumer demand (MINECOFIN, 2016). Therefore, the study was conducted with a specific focus on KWAMP in Kirehe District to determine the impact of program management regions on project delivery.

1.2 Statement of the Problem

Scholars especially Project Managers argued that project failing is due to the poor execution of one of the ten project management areas that are Project integration management, Project scope management ,Project time management, Project cost management, Project quality management, Project resource management, Project communication management and Project risk management. 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 will typically assess a project as a failure, namely, "Not realizing the full business benefits, as presented in the original business case (Lavagnon, 2012).

Project professionals, particularly project managers, in various organizations understand the enormous challenges of ensuring that projects satisfy the customers. As a result, they are constantly under pressure from individuals within and outside of the projects to ensure that the projects are on target, within budget, and on schedule (Brady, & Nagle, 2010). It is necessary that professionals in various project organizations understand and seek effective ways of enhancing quality project deliverables through increased effectiveness of project management areas. However the effort being put in place, several community based-project especially in Agriculture Sector are still failing as proved by (Keene, 2007) has documented in his research paper; on development projects that didn't work, it is clear from the project management areas are still a major challenge in many community projects, leading to nonperformance and ultimately failure. Many researchers have been investigating the success of project implementation (Sumner, 1999).

Based on the past studies conducted relevant to the implementation process and project performance, the researcher realized that there were not accurate common factors that contribute to the project failure. Therefore, in the course of this study, the researcher considered all areas of the project management that start from inception to project closure with a specific reference of the Community-based watershed project in Sagatare and Cyunuzi marshland irrigation schemes in the Kirehe District that was implemented by Rwanda with IFAD established to increase the production and the farmers income to facilitate the food accessibility, and to enable farmers grow higher-value crops to meet market demand.

1.3. Research objectives

1.3.1. General objective

The main objective of this study is to investigate the impact of project management areas on project performance

1.3.2. Specific objectives

i. To assess the project management areas experienced by KWAMP
ii. To assess the performance of KWAMP
iii. To establish a relationship between project management areas and the performance of KWAMP

1.4. Research questions

To address the above objectives, the researcher analyzed the project management areas and project performance of KWAMP by asking the below specific questions aimed at testing different aspects of risk management and project performance.

i. What are project management areas experienced by KWAMP?
ii. What was the performance of KWAMP?
iii. Is there a relationship between project management areas and the performance of KWAMP?

1.5. Research hypothesis

During this research, the following hypotheses were formulated and tested by the researcher.

H_0: There is a relationship between the project management area and the project performance of KWAMP

H_1: There is no relationship between project management areas and project performance of KWAMP

1.6. Significance of the study

1.6.1. The researcher

This research aims at giving an idea to the researcher whether effective project management areas contribute positively to the performance of projects in a community-based project. The study also intends to enable the researcher to achieve the academic requirements for a master's degree in Business Administration.

1.6.2. Project implementers

The study helps the Single Unit in MINECOFIN and Project implementers since the findings of the study should be replicated to improve projects risk management to enhance the performance of further projects.

1.6.3. Private contractors

Because the study focuses on project implementation areas in the field of public-private partnerships, private contractors benefit from it as they implement a variety of community-based projects.

1.6.4. Future researchers

Researchers and academics also benefit from the findings of the study. It serves as a foundation for future academic research as a source of secondary data in the project management field.

1.7. Justification of the study

The past studies and reports like that of (IFAD, 2014) disclosed that many community-based projects faced enormous challenges that prevented them to achieve their success. In the views of the researcher, the failure of the project as argued by past studies is the gap that arises in one of the ten project management areas including Project integration management, Project scope management ,Project time management, Project cost management, Project quality management, Project resource management, Project communication management and Project risk management. Thus, the researcher was prompted to investigate the management area that was exerted by KWAMP throughout its cycle.

1.8. Organization of the study,

The research project report is organized into five chapters: Chapter one presents the general introduction which covers the background of the study, the problem statement, the research objectives, research questions, the scope of the study, the significance of the study, and the organization of the study. Chapter two presents the related literature review with different sources of data, especially from textbooks, reports, and the internet. Major areas that were covered are theoretical literature and empirical literature on project implementation strategies and project performance, thereafter, critical literature and gap identification will be also presented. The third chapter presents the research methodology of this study, the research design, the data collection methods, and data analysis tools. Chapter four presents an analysis and interpretation of the research data about the research questions of the study. Chapter five summarizes the research findings; gives related recommendations and conclusions for further research.

CHAPTER TWO: LITERATURE REVIEW

2.0. Introduction

The second chapter of this study unpins the literature on the main variables of the research to establish an effective and clear understanding of the areas of project management and their effects on the performance of community-based projects. The chapter is structured into four main sections covering the main themes that are theoretical literature, conceptual review, empirical literature, and conceptual framework relevant to two core variables of the study.

2.1. Theoretical literature

This section refers to a theoretical review relevant to the variables under study which are Project Management areas and community-based project success. The theory of project implementation was considered as well as the stages that make up project management areas.

2.1.1 Theory of project management

There is another approach to management, called management-as-organizing, which has been presented as a counterpart to management-as-planning (Koskela, Lauri. (2000). Here it is assumed that human activity is inherently situated to the situation in question. Thus, the structured nature of the environment may contribute to purposeful acting. Another important difference to the management as planning model is that the agent consists of interacting subunits. It is assumed that the task is fully understood, started, and completed according to the plan once authorized. The dispatching model could be compared to starting an engine, which will run at a known rate utilizing planned resources; commitment of those responsible is implicitly presumed. This starting is achieved through communicating the authorization that is giving orders to the responsible.

Three steps of control: specification, production, and judgment of quality. In fact these three steps must go in a circle instead of in a straight line. The three steps constitute a dynamic scientific process of acquiring knowledge. This “scientific experiment” theory of control reveals a fatal shortcoming of the thermostat model, which addresses returning to the standard performance using the resources at hand, but with different intensity. The thermostat model does not address finding reasons for deviations, and eliminating those root causes. Control advocated by the project management methodology plays in practice a minor

and different role compared to the prescription (Loid 1999). In studied projects, meetings have formed the basis for the major part of the decisions. Financial performance data have been in supplementary functions, such as confirming the picture of how the work is proceeding through other channels and providing statistics on performed work that can be used in future projects. This theory of project management reflects all fundamental phases of project life cycle that are planning, organizing, implementation and control. The theory support this study due to the fact that project management areas entail all activities carried out since project inception to its closure. It implies that project management areas embody the four main phases of project lifecycle.

2.2. Conceptual review

2.2.1. Project management areas

In this subsection, the researcher presented the relevant literature specifically to project management areas. According to the theories, there are nine steps are involved in the project management area, including Project integration, scope management, Project schedule management: Project cost management, quality management, project risks management, procurement management, and project stakeholder management.

2.2.2. Project integration

This section includes all project management activities, from project inception through project completion. It aids in connecting processes and activities. This results in a single, consistent project lifetime. Project Integration Management includes the creation of a project plan, the creation of a planning phase, the direction and management of the project activities, and the creation and release of project deliverables. (Cleland, 2007).

2.2.3. Project scope management

As opined by (Cleland, 2007). The scope of work to be completed during the project is defined by Project Scope Management. It is necessary since it limits the quantity of work that may be incorporated in a single project. This prevents illegal or superfluous jobs from being added. It also aids in avoiding budget overruns. It contains the Requirements. The collection entails gathering detailed requirements for the project management team to establish the deliverable characteristics and project stakeholders' expectations.

2.2.4. Project schedule management

One of the most complicated knowledge fields is overall project management. It takes a lot of planning ahead of time. A project manager must first establish project tasks before creating a schedule with start and conclusion dates. Furthermore, the project strategy and timeline are frequently altered. That is why a program management schedule requires regular updates and authorization from participants. Cost and schedule management entails management plan planning, activity sequencing and definition, task length estimation, and scheduling. (Cleland, 2007).

2.2.5. Project cost management

(Collins, 2004). Learn the ins and outs of the budget estimate for projects. This subject area includes excellent estimating approaches to help you determine the budget for your project. This ensures that project owners and stakeholders are pleased with the amount of money they need to spend on product development. Cost management planning, budgeting, and cost control are all aspects of budgeting.

2.2.6. Quality management

Project Quality Management is strongly reliant on areas of knowledge such as Project Time and Project Cost. The more time and money available, the higher the quality. As a result, the deliverable level of performance should be determined early in the project planning process, and a project manager should include it in the overall project management plan. Project Quality Management entails planning, possible deriving quality, and quality control. (Collins, 2004).

2.2.7. Project resources management

Project Resource Management encompasses people, equipment, and facilities, among other things, to assure the effective completion of a project. However, equipment and money are critical to project success. The project team is a critical aspect that frequently dictates the amount of time and money spent on a project and affects the degree of output quality. That is why, while planning project resources, it is critical to keep the team in mind. Strategy, procurement, monitoring, and team leadership are all aspects of project resource management. (Collins, 2004).

2.2.8. Project procurement management

Not every project needs the use of outside subcontractors to expedite project development or to incorporate specific skills. However, if you feel the need to increase the project's staff,

you'll need a defined set of actions to follow. It will reduce the chance of exceeding the budget or schedule constraints. This keeps your project on track and within the parameters of the project plan. A project manager should undertake the following actions for efficient project procurement: procurement planning, procurement execution, and procurement control. (PMIBK,2014)

2.2.9. Project risks management

Project hazards are frequently concealed and cannot be detected at first look. As a result, to assure effective project execution and reduce unanticipated complications, project managers should conduct a thorough risk assessment. A project manager should complete these procedures to properly evaluate project risks. Process of risk identification, risk severity analysis, and risk responses (Mwangi et al, 2012)

2.2.10. Project Stakeholder Management

Stakeholder management is an essential component of every project. They start the project, determine the product requirements, model the project processes, estimate the project results, and declare the project successful. In a project, each stakeholder performs a certain set of tasks. As a result, a project manager should define these roles and duties. A project manager should identify stakeholders, manage their involvement, and govern their engagement. (PMBOK, 2014).

2.3. Project performance

Project performance is the basis for determining the degree of achievement of established objectives in a meaningful way United States Agency for International Development (USAID, 2010). There are tools, skills, and processes available within the professional discipline of project management to assist project managers in developing appropriate and useful documents that seem to be extremely important to the successful implementation of the project, leading to the level of implementation. In a large study conducted on unmarried teenage mothers in Manafwa District, Eastern Uganda, it was discovered that a properly implemented project led to project performance, resulting in income generation, which in turn contributed to increased economic autonomy, resulting in better childcare, prevention of early marriage and transactional sex, marriage with 'better' husbands, and financial contribution to their school fees. In one of its studies, the World Bank's private arm, the

International Finance Corporation (IFC), discovered that only half of its African projects succeed (Lavagnon, 2012) because they do not meet the set performance targets.

According to Hope for Teenage Mothers (HFTM), (2014), Some of the project implementation strategies used include developing a project that provides entrepreneurship training, seed capital, and ongoing project monitoring to vulnerable young teen mothers in Kenya for them to establish successful small businesses such as hairdressing, baking, beadwork, tailoring, knitting, and bag weaving. The ladies earn a small amount of money from the sale of these items, which provides a living for them and their children. These income-generating activities are important because they bring economic benefits to the communities where the girls live. Women are increasingly becoming symbols of social and economic development. (Safeplan Uganda, 2012).

(Cleland, 2007) According to experts, project performance is heavily reliant on overcoming the major influences that obstruct the achievement of the desired project goals and objectives. As a result, for project performance to be realized, all factors and influences directly affecting it must be eliminated or minimized to a smaller scale that has no bearing on its performance.

2.3.1. Indicators of project performance

(Shenhar, & Maltz, 2001). Project Management Institute, (2004) refers to project success as measured in terms of time, cost, scope, quality, and customer satisfaction According to Hilson, Cost, time, and performance are the typical measures of project success.

2.3.1.1. Cost and Schedule

(Kloppenborg and Opfer, 2002). In other words, a project is often considered successful if it is completed within its budget estimate, on time, and performs as intended (Scott-Young and Samson, 2008). While the project management research literature is engaged in a fruitful debate about the nature of project success (Dvir et al., 1998), project success criteria have become multifaceted. Hackman (1987), for example, measures project success by measuring client or intended user satisfaction, as well as employee development and satisfaction.

2.3.1.2. Quality

The Project Management Institute (2008) assesses project success with cost, time, quality, and stakeholder satisfaction. Therefore, this study chooses project time, cost, and profitability as the criteria for project success. This is the principle that the cost, time, and profitability metrics are objective, allowing a direct comparison of projects with different types, scopes, and sizes across different industries, especially when the metrics are binary measures (Scott-Young and Samson, 2008).

2.3.1.3. Project sustainability

The ability of a project to maintain its operations, services, and benefits over its projected lifetime is referred to as its sustainability. Results are important in terms of sustainability. However, the issue of sustainability must be viewed in the context of time and changing social, economic, and political contexts. A project that is deemed worthwhile today may not be so in the future. However, it is also important to note that if a government, for reasons best known to itself, decides to provide support to a specific project and maintain its sustainability without regard to its economic viability, then that is a choice made by the government, and the issue of sustainability of such an activity should be viewed solely through the lens of a decision made by such a government. Such sustainability through subsidies will undoubtedly benefit paddy producers and thus serve a social purpose, but only at the expense of other, potentially more profitable investments in the economy.

2.3.1.4. Socio-economic dimensions

The success of community-based projects requires diverse components of sustainability to be looked upon at every stage of the project's lifecycle. It becomes importantly true where outside contribution is withdrawn after project closure, being the case of many development projects. Community –based project are often initiated to boost socio-economic aspects of the community. Their success should obviously respond to their mission based of socio-economic dimensions (Ostrom, 2010).

2.4 Empirical reviews

This section represents an empirical review of the project implementation process and project implementation. The researcher has explored similar research conducted in the same

field based on subthemes of independent variables of the study that are, project design, resources management, monitoring process, and stakeholders' involvement.

2.4.1. Project design and performance of community project

(Wang, 2008) used ANN and regression models to investigate the impact of project planning on project success this study compiles project planning data from 62 industrial projects and 78 building projects totaling approximately $5 billion in construction costs. The project design was identified as having a direct impact on project success based on the information obtained (cost and schedule performance). The models for forecasting cost and schedule growth were then developed using two techniques: statistical analysis and artificial neural networks. The research findings are a valuable source of information for industry practitioners, demonstrating that better planning early in the project life cycle has a positive influence on the result project's success. According to the findings, projects with improved proposed projects are better performers at completion.

(Slootma, 2007) assessed the effects of project design on project performance In a case study, the design processes and project outcomes of two recently developed projects were compared. Both projects were part of a program to upgrade existing refineries initiated by an oil-owner company located in Alberta. The comparison revealed that the project that used most of the Workforce design principles had higher labor productivity and predictability. The most significant differences between the two designing strategies identified as causes of enhanced efficiency were: dynamic scheduling, early contractor involvement, information exchange of all actors, and a great attitude toward risk.

Nthiga, (2013) looked into the factors that influence project design schedule control during project implementation in Kenya. It was discovered that the expertise of project managers during project implementation was not the primary cause of design schedule slippage. It was also discovered that donor policies, project complexity, and project-related risks all had an impact on projected schedule control during project implementation. The main determinants of project schedule control during project implementation were identified as donor policies, project complexity, and risks. It is recommended that these determinants be considered in project plans and designs during the project formulation phase. The incorporation of these determinants into the initial project plan should be a collaborative effort involving all project stakeholders.

(Mwangi, 2012) conducted research on the factors that influence the success of Constituency Development Funds (CDF) projects in Nyeri County. According to the study's findings, the extent of CDF project success in Nyeri County was low because most projects were completed over budget, or their designs were altered to compensate for the budget escalation. Most projects lacked proposed implementation schedules, so there were no benchmarks against which progress could be measured. Several factors have been identified as having an impact on the success of the CDF project. These include project participants' professional preparedness, stakeholder involvement, project communication, and monitoring and evaluation systems.

2.4.2. Project risks management and performance of community projects

Olaniyi AJ and Onaopepo AD, (2012) analyzed Nigeria's infrastructure performance and project risk management. As a result, a set of Performance Indicators (PIs) for infrastructure Public-Private Partnerships in Nigeria were produced by this study. A thorough literature analysis was done as part of the study's survey research design technique, and potential indicators were retrieved. After that, semi-structured interviews with 12 professionals who have participated in PPP projects were performed to get their personal opinions on the factors that should be considered when determining whether a PPP project was successful or unsuccessful. 53 responses were gathered from 87 surveys that were given to professionals with PPP experience. The Kruskal-Wallis test, the mean score, and Spearman rank correlation were all utilized in the analysis. The outcome demonstrated that there was no statistically significant difference in the sample means of the four respondent categories, namely consultants, contractors, the government, and concessionaires. Additionally, it was shown that risk management and the success of water delivery projects in Nigeria had a strong positive link.

Ozorhon et al. (2007) Effectiveness of risk management on the performance of infrastructure projects in Turkey" specifically mentioned BOT hydro power. The study used multiple regression analysis in addition to a questionnaire, guided interview, and other methods. The research results showed that the four main project phases development, construction, operation, and project life cycle are how the risk categories related to a BOT hydropower plant project in Turkey are evaluated. The study claimed that risk management activities had

a beneficial impact on timely project delivery (P 0.05, r=0.015, b=0.813), and lead to a better prediction of the resources required to complete a work.

2.4.3. Resource management and performance of community projects

(Shaban, 2008) conducted research in Palestine on the factors influencing the performance of construction projects in the Gaza Strip. Key Performance Indicators (KPIs) such as time, cost, project owner satisfaction, and safety checklists were analyzed to identify the main practical problems of project performance in the Gaza Strip and then formulate recommendations to improve the performance of construction projects in Gaza Strip.

Njuguna, (2011) investigated the factors influencing Kazi Kwa Vijana project performance in Kenya These determinants include: the availability of adequate resources; the quality of planning; the creativity of project teams; the timeliness with which the project is implemented; the quality of leadership and management; the competence of project leaders or managers; the social, political, and economic environment in which the project is implemented; the relevance of project designs and implementation methodologies; the quality of monitoring and evaluation; the motivation of project teams and beneficiaries; and the participation of beneficiaries. According to the study, the use of projects is becoming more widespread, with more managers entering the field of project management. The study also stated that the success of project practitioners is dependent on their ability to adopt multiple skills and adapt to complex situations.

2.4.4. Stakeholders' engagement and performance of community projects

(Atiibo, 2012) examining stakeholder management challenges and their impact on project management in the case of advocacy and empowerment NGOs in Ghana's upper east region the study discovered that the interests and roles of key stakeholders were critical to the NGOs' operations; however, stakeholder management was found to be characterized by haphazard and ad hoc actions and was primarily not institutionalized. Unhealthy competition, competing interests, poor commitment, limited interest, understanding, and appreciation, anti-stakeholder leadership issues, entrenched positions, beliefs, and practices were discovered to have a significant impact on the work of NGOs. The study concluded that the numerous challenges encountered were the result of NGOs' haphazard and ad hoc actions, as well as their non-institutionalization of stakeholder management.

(Menoka, 2014) conducted research on stakeholder engagement and construction project performance in terms of sustainability The study centered on stakeholder engagement to improve construction project performance by achieving construction sustainability. A framework was created that integrated stakeholders with project performance that was driven by sustainability. This study used mixed-method research as the appropriate research technique to conduct an empirical investigation. ANOVA revealed differences in participants' perceptions of their roles and companies' strategic focuses on stakeholder engagement, construction sustainability, and construction project performance. Based on the findings of the interviews and questionnaire survey, a conceptual framework was developed that emphasized the preparation and presentation of stakeholder engagement to improve construction project performance through construction sustainability. This derived framework demonstrated that such engagement can be beneficial in anticipating the expectations of various stakeholders from projects, which may influence behavior.

Madeeha & Naqvi, (2014) In Pakistan, we conducted a study on the impact of external stakeholder engagement on project portfolio management success. The study hypothesized a link between external stakeholders' engagement, such as customers and suppliers, and project portfolio management success. The findings were based on a cross-sectional sample of 85 well-known software houses in Lahore, Pakistan. External stakeholder engagement had a significant and strong relationship with project portfolio management success, and with moderation, it partially moderated project portfolio management success. Long-term and short-term objectives are obtained by incorporating supplier engagement. Supplier involvement increased the worth and quality of the product. According to studies, supplier involvement in the project and product development has a positive impact. The study discovered a positive and notable impact of supplier engagement on project portfolio management success.

2.4.5. Critical literature

(Shaban, 2008), Njuguna (2011), An effective project monitoring and evaluation system for nonprofit projects is determined by the project enabling environment, stakeholder participation in project monitoring and evaluation activities, project capacity to supply project monitoring and evaluation information, and project design. The discovered monitoring and evaluation factors can be translated into strategy gaps. Thus, the purpose of this study is to place a greater emphasis on M&E strategies as tools for achieving success in

community projects through effective implementation and consideration at every stage of the project phase cycle.

(Ngure, 2013) early in the project life cycle, better planning has a positive impact on the final project outcome. The findings suggest that projects with stronger project designs are more likely to perform better at completion. The emphasis on project design is placed on the implementation stage rather than the development and planning stages. The knowledge gap is that there is a need to focus on specific project design which targets certain groups in community projects.

(Shaban, 2008) Njuguna (2011) Projects were delayed and, in some cases, resulted in cost overruns and not meeting objectives. Having key competent staff is a determinant of project success. The gap disclosed is that Literature on human resource strategy as a tool for project effectiveness lacks. Hence, community projects designed and implemented in the agriculture sector of Rwanda exert public-private partnerships, they may delay if the risks associated with that partnership are not predefined and studied. Therefore, this study will also investigate the effectiveness of the partnership between project implementers and the public sector.

Madeeha & Naqvi (2014) Institutions that used a proper stakeholder analysis method, as well as a stakeholder participatory approach that included all stakeholders, had a better probability of success than those that did not. In community projects, there is a need to investigate the influence of stakeholders and to identify at which phases of the project cycle the stakeholders' involvement should be considered.

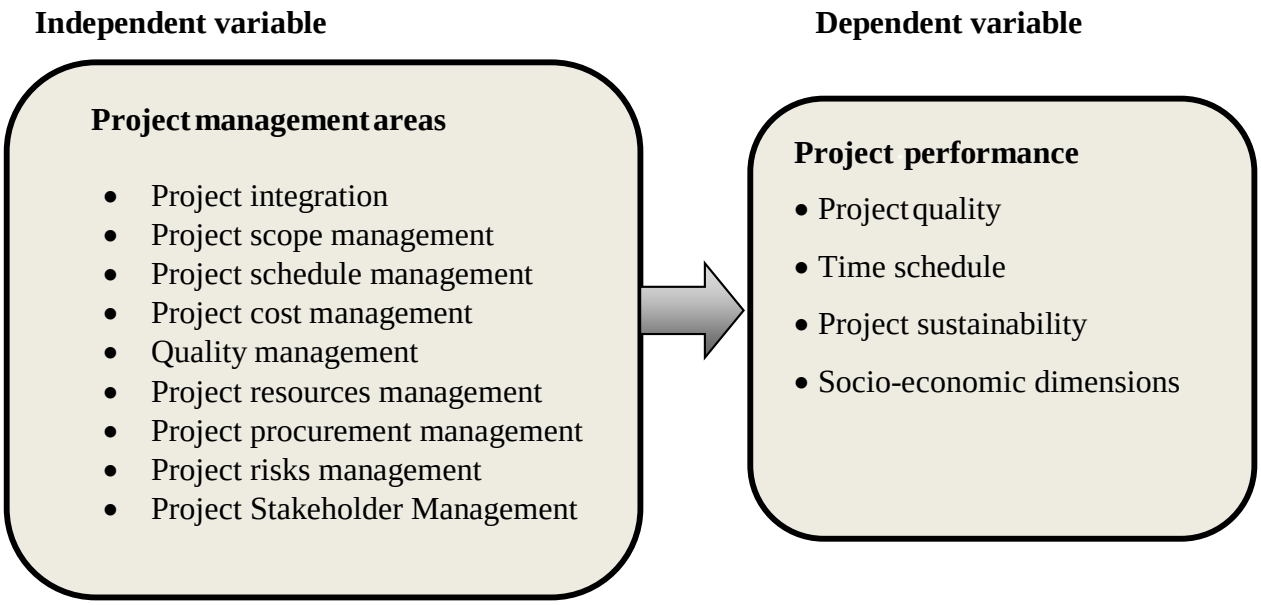
2.4.6. Gap identification

Based on the past studies conducted relevant to the impact of project management areas on the project performance, the researcher realized that several aspects were not covered as presented in the previous section of critical literature. Therefore, in the course of this study, the researcher considered all areas of the project management that start from inception to project closure. Hence, community projects designed and implemented in the agriculture sector of Rwanda exert public-private partnerships, they may delay if the risks associated with that partnership are not predefined and studied. The study investigated whether there have been effective project management throughout the life span of KWAMP by assessing the execution of each activities described by project management areas.

2.5. Conceptual framework

As argued by Kothari (2004), a conceptual framework depicts what you expect to discover during your research. It defines the study's relevant variables and maps out how they might relate to one another. It also emphasizes the subthemes that are related to the main variables under consideration. It is frequently represented visually.

Figure 1: Conceptual framework



Source: Researcher compilation, 2022

As presented in the above figure, the study emphasized project integration, project schedule, cost and quality, resources and procurement, stakeholders, and risk management. On the other side, the study measured the performance of the KWAMP project by emphasizing the indicators of project performance which are project quality, time schedule, project sustainability and socio-economic dimensions.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

A collection of rules and guidelines is referred to as methodology when researching a specific subject. It describes sampling techniques, techniques for gathering data relevant to the research topic, determining sample size, instruments to be used and their validity, techniques for processing, analyzing, and interpreting the data collected, as well as the constraints the researcher faced while conducting the study. Purposive sampling was used to select project implementers of the KWAMP project and random sampling methods were used to select beneficiaries of the KWAMP project.

3.2. Research design

The conceptual framework for doing research is known as the research design. It acts as a guide for gathering, measuring, and analysing data (Saunders et al., 2007). The research design for this study is the survey research design to assess the relationship between project management areas and project performance of KWAMP implemented by MINECOFIN in partnership with MINAGRI from 2016 to 2018.

3.3. Sampling design

This section refers to the sampling design of this study that includes the population of the study, sample size determination process, and the sample size as shown here below.

3.3.1. Population of the study

The target population of this study is 253,458 people who are living in the Kirehe district and were considered the beneficiaries of the KWAMP project. From the total population, the researcher derived the sample size that participated in the study. From KWAMP reports, the project operated in 18 watersheds of Kirehe district and aims at reaching 12,500 household and 2,000 indirect beneficiaries. All of those household host approximately 253,458 both direct and indirect dependents. From the total number of beneficiaries, the researcher selected the respondents that provided data relevant to beneficiaries' involvement and the performance of the project.

3.3.2. Sampling techniques

According to Sullivan (2002), this technique has the distinct advantage of treating the target population as a whole. In this regard, its attempt to ensure equal opportunity may reduce

bias and prejudice. This technique is effective for this study because the sample size was deducted from the beneficiaries of the KWAMP project in the Kirehe district to provide information relevant to the performance of the project. To investigate the effectiveness of the implementation process, the researcher applied purposive sampling methods to select the project implementers.

3.3.3. Sample size determination

The purpose of the local stakeholders' sample was to discover the opinions, hopes, and suggestions of the various residents on taking part in numerous development activities in their area. The sample size for the respondents in our case study was deemed suitable using the selection formula to reflect the overall population that was developed by Cochran (1998). The formula of Cochran is:

$$n_o = \frac{Z^2 pq}{e^2}$$

So, p = 0.5. Now let's say we want 95% confidence, and at least 5 percent plus or minus precision. A 90 % confidence level gives us Z values of 1.96, per the normal tables, so we get

$$n_o = \frac{(1.96)^2(0.5)(0.5)}{(0.1)^2}$$

$$n_o = 96$$

To calculate the sample size (n), using the Cochran formula:

$$n = \frac{n_o}{1 + \frac{(n_o - 1)}{N}}$$

Where n = Sample size and N is the targeted population = 253,458

$$n = \frac{96}{1 + \frac{(96 - 1)}{253{,}458}}$$

$$n_o = 95.96 \cong 96$$

The researcher used a sample size of 96 Kirehe community members. In addition to the community served by the project, the study surveyed the KWAMP staffs who were involved in its design and implementation. They were considered by the researcher because they are the ones who formulate and design the KWAMP project and provide relevant data via guided interviews. Land housebound from MINAGRI and logistic specialist of Kirehe provided data through guided interview. The project also collaborated with national and international Non-Governmental Organizations (NGOs), who brought local expertise on community development and technical issues, as well as Farmer Organizations (FO), which were grouped by commodities.

The project extensively collaborated with district staff to increase both their organizational and individual capacities. A District Steering Committee was established, presided over by the mayor, and included individuals representing the local governmental and private institutions, as well as the farmers, farmers' organizations, and farmers who were taking part in the initiative. Therefore 12 respondents from the district sterling committee were involved in the sample size of this study. Thus, the total number of respondents that participated in the study is 140 respondents where 96 respondents were selected from beneficiaries and 44 respondents from project implementers.

Table 1: Determination of the sample size of the study

Stratum	**Population**	**Percentage**
MINAGRI staff	32	21.3
Sterling committee	12	8
Subtotal	**44**	**29.3**
Beneficiaries	96	70.4
Total	**140**	**100**

Source: Primary data, 2022

3.4. Measurement and scaling

To accomplish this study, two types of data were collected, primary data and secondary data.

3.4.1. Types of data

During this study, both primary and secondary data were applied. Primary data were collected from the staff of MINAGRI, Project implementers, and the Beneficiaries of

KWAMP found in the Kirehe district through the questionnaire, and secondary data were collected from textbooks, the internet, and reports of KWAMP project implementers.

3.4.2. Categories of data

3.4.2.1 Normal data

As nominal data refers to a group of non-parametric variables, the researcher used nominal data to analyze the profile of the respondents that participated in the study as they refer to discrete data (Bryman et al,2007). It incorporates the gender, age, and experience of the respondents (employees of MINAGRI)

3.4.2.2 Ordinary data

Ordinal data reflect quantities that have a natural ordering (Bryman et al, 2007). They were used by the researcher to assess the views of the respondents on project implementation areas and the performance of community-based projects by analyzing the responses extracted from Likert-scale questions.

3.5. Data collection procedures

Below are methods that were used by the researcher to process and analyze data relating to this study

3.5.1. Questionnaire

A questionnaire is a research instrument consisting of a series of questions and other prompts to gather information from respondents (Bryman et al, 2007). In this research, the Likert-type questionnaire was designed for the study question that addressed the research questions posed for the study to the employees in MINAGRI that can effectively comprehend to Project implementation process and the performance of the KWAMP project.

The researcher used a five-point Likert scale (1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree) to respond to the questionnaires. Below is a scoring range of the Likert scale used to determine the impact of the response depending on the mean of their responses.

Table 2: 5 points scoring range of the Likert scale of study

Value	Range	Category
1	1.00-1.80	Strongly Disagree

2	1.81-2.60	Disagree
3	2.61-3.40	Neither/ Nor agree
4	3.41-4.20	Agree
5	4.21-5.00	Strongly Agree

3.5.2. Documentary technique

The researcher employed the documentary method in the study where most of the documents related to project risk management and project performance were explored to extract data relevant to the content under study.

3.6. Validity and reliability of research instruments

The reliability of this study was tested using Cronbach's alpha correlation coefficient and the Statistical Package for Social Sciences (SPSS) software. When the coefficient is greater than 0.5, it indicates that the instrument is reliable. Furthermore, a pilot test of 5 respondents was conducted before administering the questionnaire to the respondents (employees of MINAGRI). This aided the researcher in revising the questionnaire.

The Croach's alpha value of the research questionnaire was .0.8983. A descriptive statistic model was used to analyze and interpret data with correlation design.

Table 3: Representation of reliability coefficient

Test scale = mean (Unstandardized	**items)**
Average interim covariance:	.9152007
Number of items in the scale:	69
Scale reliability coefficient:	0.8983

Source: Primary data, 2022

3.7. Data processing and analysis

3.7.1. Data processing

During this study, the researcher applied SPSS (Statistical Package for the Social Science) for data processing. The codes assigned on the questionnaires will be applied for converting into secondary data that are susceptible to convenient interpretation.

3.7.2. Data analysis

The researcher analyzed primary data from questionnaires using the Statistical Package for Social Science (SPSS). The model used is data interpretation by frequency, which displays the frequencies and percentage frequency. The researcher used descriptive statistics such as mean and standard deviation in this descriptive study. Pearson correlation was also used to examine the relationship between project implementation and KWAMP performance.

3.8. Ethical consideration

The data collection procedure was implemented as follows: Before the administration of the questionnaires, the researcher requested the appointment of MINAGRI employees and project implementers. Describe the extent to which results would be kept confidentially. State that a participant is voluntary and that they are free; explain to them what the study is all about.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.0. Introduction

The fourth chapter of this study is concerned with data presentation, analysis, and discussion of the findings. The researcher collected primary data from 96 KWAMP project recipients and 44 participants from the project implementation process, and the analysis was performed using SPSS with frequency and descriptive models.

4.1. Demographic Characteristics of Respondents

This section provides information about the participants' backgrounds. Gender, age, level of education, regional longevity, and the number of dependents in households are all factors considered in this study.

4.1.1 Distribution of project implementers

The percentage compositions of different groups, as well as the proportion of males and females in the sample, were calculated using the responder distribution. The evaluation was also conducted to determine the sample's age, structure, gender, qualification, and nature. This allows us to determine the significance of the data provided about the research.

Table 4: Demographic characteristics of the respondents from project implementers

	Gender	Frequency	Percent
Valid	Female	20	45.4
	Male	24	54.6
	Total	44	100
	Age	**Frequency**	**Percent**
Valid	Between 18-28 Years	4	9.1
	Between 29-38 Years	12	27.3
	Between 39-48 Years	18	40.9
	Between 48 Years and Above	10	22.7
	Educational level	**Frequency**	**Percent**
Valid	Bachelor's Degree	24	54.5
	Master's degree	8	18.2
	Other levels	12	27.3
	Total	**44**	**100**

Source: Primary data, 2022

Table 4 Reports that 24 with 54.6% of the total number of respondents are male, and 20 with 45.4% of the total number of respondents are Female which shows gender balance in this study. From the data, multiple genders of employees are employed. Regarding the distribution of the respondents by age, (9.1 percent of total respondents) are between the ages of 18 and 28, 12 respondents (27.3 percent of total respondents) are between the ages of 29 and 38, 40 percent of total respondents are between the ages of 38 and 48, and 10 respondents (22.7 percent of total respondents) are 48 years old or older. The data in the table reveal that respondents of a moderate age group contribute to financial performance and overcome business risks posed by the company.

Regarding the level of education, 24 respondents with 54.5% of the total number of respondents have an A2 bachelor's level, 8 respondents with 18.2% of the total number of respondents have a master's degree and 12 respondents 27.3% of the total number of

respondents hold other degrees. From the findings depicted in this table, it was found that the respondents that participated in this study are educated enough to provide reliable primary data that were collected from them.

Table 5: Demographic characteristics of project beneficiaries

	Gender	**Frequency**	**Percent**
Valid	Single	6	6.2
	Married	78	81.2
	Divorced	4	4.1
	Widowed	8	8.5
	Total	96	100.0
	Age	**Frequency**	**Percent**
Valid	18- 20 years	6	6.3
	21-35 years	19	19.8
	36-50 years	44	45.8
	51-65 years	22	22.9
	Above 65years	5	5.2
	Total	96	100.0
	Educational level	**Frequency**	**Percent**
Valid	Secondary level	28	29.2
	Primary	46	47.9
	Other levels	22	22.9
	Total	96	100.0
	Total	**96**	**100**

Source: Primary data, 2022

Table 5 illustrates the distribution of respondents according to marital status According to the data, 6 respondents (6.2 percent) are single, 81.2 respondents (87.4 percent) are married, 4.1 percent are divorced, and the remaining 8.5 percent are widowed. According to these statistics, the majority of KWAMP project beneficiaries are married. This is obvious because

the initiative was started to improve the community's living standards by increasing agricultural goods, hence married recipients make up a large share of the beneficiaries.

Regarding the age distribution of respondents, It is revealed that 6.3 percent of respondents are under the age of 20, 19.8 percent are between the ages of 21 and 35, 45.8 percent are between the ages of 36 and 50, 22.9 percent are between the ages of 51 and 65, and the remaining 5.2 percent are over the age of 65. Because the information provided by the sample size in the study represents the general view of the population, the findings represented in this table show that the majority of KWAMP project beneficiaries were between the ages of 21 and 35, and between the ages of 36 and 50.

Regarding educational level, 29.2 percent of respondents completed secondary school, 47.6 percent completed primary school, and 22.9 percent completed other levels that included partial primary school. The findings show that the majority of respondents have completed primary school and that all of the beneficiaries who participated in this study are literate, demonstrating the reliability and accuracy of primary data extracted from them using the questionnaire as the instrument.

Table 6: Number of dependents in households

		Frequency	Percent	Cumulative Percent
Valid	1-3 people	14	14.5	14.5
	4-6 people	48	50.0	64.5
	Above 6 people	34	35.5	100.0
	Total	96	100.0	

Source: Primary data, 2022

The number of beneficiaries' dependents is shown in Table 6. According to the findings, 14.5 percent of respondents have 1-3 dependents, 50.0 percent have 4-6 dependents, and 35.5 percent have more than six dependents. The table shows that the majority of KWAMP project beneficiaries have more than four members in their households.

4.2. Analysis and interpretation of data regarding the KWAMP project

This section of the study is concerned with the interpretation of primary data from beneficiaries regarding their participation in the KWAMP initiative. Beneficiaries' contributions were considered during the planning, implementation, and project closure phases.

4.2.1. Analysis and interpretation of data regarding project management areas

This section refers to the presentation, interpretation, and analysis of data regarding project management areas of KWAMP. The researcher grouped the aspects of project management areas into two categories. The ones that refer to the input towards the effective implementation of the project were grouped in their subsection and the others that pertain to the performance of the project like quality, cost management, and beneficiaries' involvement as the indicator of the success of the community were grouped into the second subsection.

Table 7: Project integration and scope management

	N	Min	Max	Mean	Std. Dev
The management team had outlined the implementation process of the KWAMP project	44	1.00	5.00	3.6375	0.7361
The project management team had revised all documentation of the KWAMP project before its implementation	44	1.00	5.00	3.8998	0.6377
The tasks and objectives to be achieved at the end of each phase were defined and scoped	44	1.00	5.00	4.0375	0.10361
KWAMP project scope(geographic)were predefined	44	1.00	5.00	4.2562	.30500
KWAMP project duration was specified and predefined	44	1.00	5.00	4.0562	.35500
The duties and tasks of each involved party were predefined	44	1.00	5.00	3.3896	.79058
Valid N (listwise)	44				

Source: Primary data 2022

Table 7 Reports the views of project implementers on the project integration and scope management as the first two integral stages of project management areas. As the results from the table imply, the KWAMP project experienced effective integration and it was accurate in terms of tasks, targeted implementation area, and implementation time. Most of the respondents asserted that the Management team had outlined the implementation process of the KWAMP project expressed by a strong mean of 3.63; the project management team had

revised all documentation of the KWAMP project before its implementation mean of 3.899, and they alleged that the tasks and objectives to be achieved at the end of each phased were defined and scoped at a mean of 4.037; they strongly asserted that KWAMP project scope(geographic)were predefined mean of 4.025; KWAMP project duration was specified and predefined mean of 4.045 and they were neutral about the duties and tasks of each involved party with a mean of 3.38. Based on the findings shown in this table, the researcher found out that the KWAMP project underwent an effective stage of integration and scoping assignments of parties involved during the project implementation process. It indicates that the aspect of integration as one of project management area was assessed as the aim of the first objective of this study.

Table 8: KWAMP schedule management

	N	Min	Max	Mean	Std. Dev
KWAMP activities were allocated per timeline	44	1.00	5.00	4.178	.2435
The duration of each task was predefined before implementation	44	1.00	5.00	3.896	.3962
Employees responsible for each task were specific	44	1.00	5.00	4.130	.1555
All involved parties had an agreement on tasks performance before project implementation	44	1.00	5.00	4.043	.1249
Valid N (listwise)	44				

Source: Primary data,2022

Table 8 Reports the views of the respondents on schedule management that KWAMP experienced during its implementation. The findings show that the activities of the project were allocated per timeline expressed by a very strong mean of 4.178, they asserted that the duration of each task was predefined before its implementation with a mean of 3.896; employees responsible for each task were specifically expressed by a great mean of 4.130 and they asserted that all involved parties had an agreement of tasks performed before project implementation with a strong mean of 4.043. It indicates that the aspect of project schedule as one of project management area was met as the aim of the first objective of this study.

These findings are in line with the views of (Cleland, 2007) who stated that program management schedule requires regular updates and authorization from participants. Cost and schedule management entails management plan planning, activity sequencing and

definition, task length estimation, and scheduling. On the basis of the results presented in this table, it shows that activities relevant to schedule management are in charge of several parties that were involved in project lifecycle. It implies that prior to ascertaining timeline, the private project implementers, that public sector as the owners of the project represented by MINAGRI and the project sponsors (IFAD) had held the meeting that led to the agreement on project schedule that later contributed to the success of the project.

Table 9: Resources management and availability of resources

	N	Min	Max	Mean	Std. Dev
Project staff description	44	1.00	5.00	4.36	.48661
Resources quality	44	1.00	5.00	4.29	.66750
Availability of resources at the right time	44	1.00	5.00	3.72	.42392
Competence of private partners	44	1.00	5.00	4.23	.42392
Effective PPP	44	1.00	5.00	3.88	.39015
Timeliness of KWAMP project	44	1.00	5.00	3.70	1.13259
Effective risks management	44	1.00	5.00	2.29	1.09075
Valid N (listwise)	**44**				

Source: Primary data, 2022

Table 9 shows the views of project implementers on the availability of resources and cooperation with the private sector which implemented the KWAMP project. As shown in the table, they are important activities that were performed at excellent levels. Overall execution process, the project staff had well-described tasks as expressed by a strong mean of 4.36; the resources provided met the desired quality mean of 4.29 and the availability of resources at the right time, which was achieved with an average mean of 3.72, and the private partner which took part during project execution was competent at a modest level with a mean of 4.23, the timeliness of KWAMP project was also met as per the mean of 3.70. Contrary, below is the aspect relevant to the project that was not effectively executed and demonstrated a gap as proved by the respondents. The effective risk management as expressed by small mean of 2.29. The fact that the project implementers didn't afford perfect risk management is justified by the fact that the KWAMP project extended the execution duration prompting the cost overrun as disclosed by evaluation reports. However, a small gap, the findings from the table prove that they have been effective implementation of the

KWAMP project. In the views of the researcher, the fact that KWAMP overran the implementation time for two years compared to the planned timeline it is not a huge gap due to the fact that regardless the extended short time, the project met its objectives and became sustainable.

Table 10: Risks management process of the KWAMP project

Risks identification	**N**	**Min**	**Max**	**Mean**	**Std. D**
Application of interview technique	44	1.00	5.00	4.024	.421
Usage of questionnaire	44	1.00	5.00	3.926	.597
Application of observation technique	44	1.00	5.00	4.019	.126
Risks response techniques	**N**	**Min**	**Max**	**Mean**	**Std. D**
Application of risk allocation technique	44	1.00	5.00	4.036	.749
Risk transference technique	44	1.00	5.00	4.097	.323
Application of risks mitigation	44	1.00	5.00	3.589	.672
Application of risks avoidance technique	44	1.00	5.00	3.705	.585
Risks acceptance	44	1.00	5.00	3.820	.662
Valid N (listwise)	44				

Source: Primary data, 2022

Table 10 reports the views of the respondents on the management process applied by the KWAMP project during its implementation process as one of the project management components areas. As shown by the table, the project managers considered the process of risk management as an aspect of vital importance. The findings from the respondents revealed that all parties involved in project implementation were mainly the government of Rwanda through MINAGRI and IFAD management to identify risks, analyzed the risks, and managed to apply the risks management process to overcome risks. The respondents asserted that most of the risks were in finding adequate materials at the right time, which resulted in the delay of completion that incited also the cost overrun. It shows that the techniques applied to ascertain the risks are effective in the views of the researcher and how they responded to the risks management process. Risks were allocated to parties that were able to handle them and others were accepted like supplementary budget due to the extension of time implementation. The findings reflect the views of (Mwangi et al, 2012) who stated that to assure effective project execution and reduce unanticipated complications; project

managers should conduct a thorough risk assessment. A project manager should complete these procedures to properly evaluate project risks. Process of risk identification, risk severity analysis, and risk responses (Mwangi et al, 2012).

4.2.2. Involvement of beneficiaries during project implementation

This section discusses the perspectives of KWAMP project recipients on their contributions throughout the planning phase of the project. The relevant data is shown in the table below.

Table 11: Involvement of beneficiaries during project implementation

	N	Min	Max	Mean	Std. Dev
The project was implemented under sponsorship	96	2.00	5.00	4.381	.6497
The sponsor of the project was a part of the management team	96	2.00	5.00	4.454	.6810
I participated in project tasks	96	2.00	5.00	3.777	.5239
I acquired project planning skills	96	2.00	5.00	2.858	1.0167
I acquired project implementation skills	96	2.00	5.00	2.870	1.0630
I acquired monitoring and evaluation skills	96	2.00	5.00	2.452	1.2521
I learned how to chair a meeting	96	3.00	5.00	3.858	.4117
I was involved in decision making	96	1.00	5.00	2.933	1.0207
I contributed to compilation of projects reports	96	1.00	5.00	3.412	.6558
Ability to hold accountable the project management team	96	2.00	5.00	3.047	1.0197
Ability to respond to challenges through innovations	96	2.00	5.00	3.922	.5518
Valid N (listwise)	96				

Source: Primary data,2022

Table 11 shows the views of the respondents on the aspects indicating their participation in the KWAMP project implementation. The results are in descriptive models that show the mean and standard deviation based on the data range. The following results revealed favorable attitudes toward the statements: The respondents stated that the KWAMP project had sponsors, with a fantastic mean of 4.381, and that the project leaders continued to coordinate and oversee the project operations, with a mean of 4.4542. This information was

obtained from KWAMP project implementers. They strongly declared that they participated in the project implementation with a high mean of 3.777 and that they gained the ability to respond to new problems with a mean of 3.92. On the other hand, the respondents rejected the features relevant to the abilities that the beneficiaries acquired through the implementation of the KWAMP project with a medium or lower average and a significant standard deviation. They obtained the following results:

Whether they contributed financially to the project mean of 2.27, acquiring the ability to plan a project mean of 3.0583 with a standard deviation of 1.0167, acquiring project implementation skills mean of 2.8708, and ability to monitor activities mean of 2.654. The ability to hold the project management team accountable has a mean of 2.947. This shows that the beneficiaries did not participate in the decision making and did not acquire new skills from the project; this leaves a gap of beneficiary involvement in the project implementation.

Table 12: Accountability of project implementers

	N	Min	Max	Mean	Std. Dev
Identification of stakeholders	44	1.00	5.00	4.89	.0971
Fair cooperation of stakeholders on generic risks	44	1.00	5.00	4.82	.2650
Encouraging and empower beneficiaries	44	1.00	5.00	4.71	.3099
Considering beneficiaries' feedback	44	1.00	5.00	4.69	.3277
Valid N (listwise)	44				

Source: Primary data, 2022

Table 12 reports the accountability of project implementers during the execution of KWAMP. The findings prove a high level of accountability as all aspects are expressed by a high level of mean varying between 4.69 to 4.89 out of the maximum of five. They asserted that during project execution, there was Identification of stakeholders, Fair cooperation of stakeholders on generic risks, Encouraging and empowering beneficiaries, and considering beneficiaries' feedback.

4.2.3. Assessing the performance of the KWAMP project

Thus, the immediate objectives of the project converged on the development of sustainable profitable small-scale commercial agriculture in the Kirehe District. The project was intended to result in: An increased level of marketed production of crops and livestock

products, leading to increases in incomes derived from gains in productivity, farming efficiency, and cash returns to effort; the operation and maintenance of affordable irrigation facilities made available to a large proportion of the active poor and landless farmers in the District, reducing dependence on increasingly erratic rains and permitting a shift to higher-value crops in response to market demand; and a steady improvement in the natural resource base in selected watersheds to enable production in the future, reversing the present negative trends of soil erosion and nutrient depletion coupled with failure to put available water to productive use. Thus, the relevant information was collected from the beneficiaries.

Table 13: The quality of the project implemented

	N	Min	Max	Mean	Std. Dev
The project was needed in the community	96	1.00	5.00	4.09	.0162
The implementation of KWAMP overcame agricultural problems of Kirehe community	96	1.00	5.00	4.01	.1343
The project was implemented as we expected	96	1.00	5.00	4.41	.3288
Valid N (listwise)	96				

Source: Primary data, 2022

Table 13 reports the views of the respondents on the effectiveness of the project implemented as one of project performance indicators that this study sought to measure. As shown by the table, the respondents asserted that they stated strongly stated that the project was needed in the community at a strong mean=4.09; they alleged that the implementation of KWAMP overcame agricultural problems of Kirehe community and the project responded well to what its objectives. The views of the respondents presented in this table prove that there was affective quality of project implementation.

Table 14: Project implementation schedule

	N	Min	Max	Mean	Std. Dev
The project scope was well specified during the planning phase	44	1.00	5.00	3.764	1.402
Activity duration was well estimated	44	1.00	5.00	4.125	.697
The project was completed on the original(planned) schedule	44	1.00	5.00	4.250	.739
All projects were to be completed on the agreed time	44	1.00	5.00	4.019	.445
Valid N (listwise)	44				

Source: Primary data, 2022

Table 14 reports the views of project implementers on the project implementation and schedule planning. The respondents asserted that the project scope was well specified during the planning phase was provided agreeing to the statement with a mean of 3.76, and they alleged that the schedules were well developed and the activity duration was well estimated as stated by the respondents with a mean 4.12 which agrees with the statement, and the respondent strongly agreed with the project completion on the original schedule with a mean of 4.25; the respondent agreed with that all projects was completed on the agreed time. The findings from the table indicate that respondents strongly agreed that the project scope was well specified during the planning phase and was met during the implementation.

Table 15: Measuring the project sustainability

	N	Min	Max	Mean	Std. Dev
Considering phase out strategy	96	2.00	5.00	3.081	.7497
Execution phase over strategy	96	2.00	5.00	2.854	.7810
Effective implementation of exit strategy	96	2.00	5.00	3.277	.3239
The project kept up running after sponsorship withdraw	96	2.00	5.00	3.0543	.8239
The project was managed by the community members' sponsorship withdraw	96	2.00	5.00	3.058	.8167
The management of the KWAMP project is held by community members	96	2.00	5.00	2.978	.899
The project boosted agriculture productivity	96	2.00	5.00	3.157	.5890
KWAMP project contributed to poverty reduction	96	2.00	5.00	3.505	.389
Valid N (listwise)	96				

Source: Primary data, 2022

Table 15 shows the view of the respondents on the sustainability of the KWAMP project and the application of the exit strategy. The results report that using phase-out mean of 3.0812. Sponsors moved program activities requiring ongoing inputs to community-based organizations (CBOs), informal groups or networks, or important individuals using the phase over implementation approach. In terms of phase-over application, mean of 2.854, Sponsors withdrew from a program without turning it over to another institution for ongoing execution under the phase-out implementation approach. In ideal words, a program would be phased out after permanent or self-sustaining changes were achieved, reducing the need for additional external support.

The beneficiaries firmly believed that the exit plan was implemented effectively by mean of 3.277 and that the project was administered by the community following the exit mean of 3.058. They all believe that the KWAMP initiative significantly increased agricultural production in the region with a mean of 3.157 and significantly reduced poverty with a mean of 3.505. In a word, the table findings show that the KWAMP project is sustainable since it is managed by community members after phasing out and over and they are still benefiting

from the project in several ways as it boosted their agricultural which makes their main source of income.

Table 16: Socio-economic dimensions prior to Project implementation

	N	Min	Max	Mean	Std. Dev
Affording family feeding	96	2.00	5.00	4.0872	0.5507
Accessing to medical insurance fees	96	2.00	5.00	3.0991	.7810
Ability to pay school tuition of kids	96	2.00	5.00	3.075	.7239
Improving shelter building	96	2.00	5.00	1.712	1.116
Accumulation of savings in financial institution	96	2.00	5.00	2.230	.9832
Valid N (listwise)	96				

Source: Primary data 2020

Table 16 reports the views of the respondents (beneficiaries of the KWAMP Project) on their social-economic aspects before the extension of the project in their region. According to the table, their life circumstances were moderate in several ways. The results for the ability to feed a family mean of 4.087 with a standard deviation of 0.5507, the affordability of medical insurance mean of 3.099 with a standard deviation of 0.781, the ability to pay school fees for children mean of 3.075 with a standard deviation of 0.7239, the ability to improve the shelter with a mean of 1.712 with a standard deviation of 1.116, and the ability to accumulate savings mean of 2.230. According to the table results, the maximum and minimum (the range) from all assertions are 2 and 5, respectively, and the average is at the medium level, varying between 2 and 3. Except for the affordability of feeding the family, which indicates that beneficiaries were able to feed their families before the project's commencement, and the ability to upgrade their shelter, which indicates that they were unable to improve their shelters.

Table 17: Socio-economic dimension after project implementation

	N	Min	Max	Mean	Std. Dev
Improvement of feedings of my family	96	2.00	5.00	4.098	.2435
I was able to pay medical insurance	96	2.00	5.00	4.00	.2871
The affordability of school materials for my kids has increased	96	2.00	5.00	4.023	.2344
Affordability of school fees of my kids	96	2.00	5.00	4.932	.1138
Affordability of improving the state of the shelter	96	2.00	5.00	2.258	.9264
Affording savings in financial institution	96	2.00	5.00	3.113	.409
Valid N (listwise)	96				

Source: Primary data, 2022

Table 17 shows the views of the respondents regarding their social-economic development after the implementation of the KWAMP project. The researcher compared the beneficiaries' living conditions before and after the project's implementation. As shown in the table, there has been an improvement in some areas, including the improvement of my family's feedings, which increased from 4.0872 to 4.098, the affordability of medical insurance, which increased from 3.099 to 4.00, the affordability of children's school fees, which increased from 3.075 to 4.942, the ability to improve their shelter, which increased from 1.712 to 2.258, and the ability to accumulate savings, which increased from 2.230 to 3.113. The findings demonstrate that, while there was no significant increase in mean indicating the recipients' improved living conditions, there was an improvement in all dimensions. In a nutshell, the implementation of the KWAMP project contributed to the improvement of beneficiaries' living conditions.

Table 18.Coincidence to the budget

	N	Min	Max	Mean	Std. Dev
Project cost was well estimated	44	1.00	5.00	4.18	.521
The budgeted funds were enough to complete the project	44	1.00	5.00	4.14	.504
The project's budget was appropriately established.	44	1.00	5.00	4.20	.4564
Valid N (listwise)	44				

Source: Primary data, 2022

Table 18 reports the views of the respondents on the utilization of the project budget within the planned duration. As shown in the table, at strong means, the respondents asserted that Project cost was well estimated, the budgeted funds were enough to complete the project and the project's budget was appropriately established. The findings indicate that the financial resources planned were utilized in the planned duration.

4.3. Relationship between project management areas and project performance

This section represents the relationship between project management areas and project performance. The researcher considered major aspects that represent project management areas that are management team, resources management, and beneficiaries' involvement as vital indicators of project management areas. The study measured the extent to which they contributed to KWAMP project performance.

Table 19: Regression of project implementation areas and project performance

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.943	3	10.314	191.962	.000[a]
	Residual	7.307	136	.054		
	Total	38.250	139			

Source: Primary data, 2022

a. Predictors: (Constant), Resources management, risks management, Beneficiaries involvement.

b. Dependent Variable: Project performance

The findings from the table 19 show that the statistical value F (191.962) with significance (000) is greater than the critical value F (136) and the overall sum of the square. It implies that all variables selected from the indicators of project management areas can be good predictors of project performance.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.377	.125		3.025	.003
	Risks management	-.025	.088	-.034	-.287	.775
	Beneficiaries' involvement	.638	.054	.629	11.807	.000
	Resources management	.291	.100	.368	2.926	.004

a. Dependent Variable: Project performance

Source: Primary data, 2022

Table 19 shows the relationship between several variables of the independent variable and the project performance. The findings indicated that both beneficiaries' involvement and resources management are significant to project performance as there is a positive coefficient (0,638 and 0.629) and P-values are less than 0.05. It implies that enhancing the involvement of beneficiaries affects the effectiveness of project management.

Table 20: Correlation coefficient

		Project management areas	Project performance
Project management areas	Pearson Correlation	1	.714
	Sig. (2-tailed)		.000
	N	140	140
Project performance	Pearson Correlation	.714	1
	Sig. (2-tailed)	.000	
	N	140	140

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

Source: Primary data, 2022

The researcher measured the correlation between two variables under study which are project management areas and project performance. As shown in the table, the two variables are correlated at 0.01 two-tailed with a P-value of 000 which is less than 0.005. Based on the output represented in table 20, the researcher found that two variables of project management areas and project performance are statistically correlated. As the study emphasized on risks management, resources management and beneficiary's involvement as core factors to predict the success of the project, as they were effectively carried out by KWAMP implementers together with Project integration, scope management, project schedule management, cost estimation management; quality control and procurement, contributed significantly to the success of KWAMP. The result from the table proves that project management areas contribute effectively to the project performance.

CHAPTER FIVE: SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter refers to a summary of the study's major findings, which enabled the researcher to achieve the study's objectives and respond to the questions that guided this research. The general conclusion and relevant recommendations were made based on the major findings.

5.1. Summary of the major findings

This section refers to the presentation of key findings that reflect the study's objectives. Beneficiaries of the KWAMP project asserted that they were adequately involved in the project life cycle even after the exit strategy was implemented. The following statistical data support the implementation team's claim that they were modest in their implementation of the KWAMP project.

5.1.1. Findings regarding the project management process

5.1.1.1. Resources management

Overall execution process, the project staff had well-described tasks as expressed by great mean of 4.36 as per table 9; the resources provided met the desired quality mean of 4.29; the private partner who took part during project execution was competent at a modest level. Contrary, there are the aspects relevant to the project that was not effectively executed and demonstrated a gap as proved by the respondents. The effective risk management as expressed by small means of 2.29. The fact that the project implementers didn’t afford perfect risk management and timeline is justified by the fact that the KWAMP project extended the execution duration prompting the cost overrun as disclosed by evaluation reports. However, a great gap, in the findings from the table proves that they have been effective implementation of the KWAMP project.

5.1.1.2. Risks management

The study revealed that all parties involved in project implementation that were mainly the government of Rwanda through MINAGRI and IFAD managed to identify risks, analyzed the risks, and managed to apply the risks management process to overcome risks. The respondents asserted that most of the risks were in finding adequate materials at the right time, which resulted in the delay of completion that incited also the cost overrun. It shows

that the techniques applied to ascertain the risks are effective in the views of the researcher and how they responded to the risks management process. Risks were allocated to parties that we're able to handle them and others were accepted like supplementary budget due to the extension of time implementation.

5.1.1.3. Beneficiaries' involvement

Many respondents declared that they participated in the project implementation with a high mean of 3.777 and that they gained the ability to respond to new problems with a mean of 3.92. On the other hand, the respondents rejected the features relevant to the abilities that the beneficiaries acquired through the implementation of the KWAMP project with a medium or lower average and a significant standard deviation. The findings showed that the beneficiary's involvement contributed to the project performance as they had the ability to respond to challenges through innovations with a mean of 3.922.

5.1.2. Findings regarding the project performance

The beneficiaries asserted that the project met its objectives as it contributed to the boost of Agricultural production. there has been an improvement in some areas, including the improvement of the family's feedings, which increased from 3.9872 to 4.0987, the affordability of medical insurance, which increased from 4.0872 to 4.098, the affordability of children's school fees, which increased from 3.075 to 4.942, the ability to improve their shelter, which increased from 1.712 to 2.258, and the ability to accumulate savings, which increased from 2.230 to 3.113. The findings demonstrate that, while there was no significant increase in mean indicating the recipients' improved living conditions, there was an improvement in all dimensions. In a nutshell, the implementation of the KWAMP project contributed to the improvement of recipients' living conditions.

They all believe that the KWAMP initiative significantly increased agricultural production in the region with a mean of 3.115 and significantly reduced poverty with a mean of 3.5056. In a word, the table findings show that the KWAMP project is sustainable since it is administered by community members after phasing out and over.

5.1.3. Relationship between implementation areas and project performance

The findings indicated that both beneficiaries' involvement and resources management are significant to project performance as there is a positive coefficient (0,638 and 0.629) and P-values are less than 0.05. It implies that enhancing the involvement of beneficiaries affects

the effectiveness of project management. The correlation proved that the two variables are correlated at 0.01 two-tailed with a P-value of 000 which is less than 0.005. Based on the output represented, the researcher found that two variables are statistically significant. Thus, the project management process experienced by KWAMP contributed to its success.

5.2. Conclusion

The study on project management areas with a specific reference to KWAMP emphasized three core aspects to measure the management areas that are resources management, risks management and the beneficiaries' involvement during the project life cycle. The study revealed that all parties involved in project implementation that were mainly the government of Rwanda through MINAGRI and IFAD managed to identify risks, analyzed the risks, and managed to apply the risks management process to overcome risks. Therefore, the good results (high mean with low standard deviation) provided the demonstration that the beneficiaries were informed about the duration and aim of the project and strongly declared that they participated in the project implementation and that they gained the ability to respond to new problems (mean of 3.9,). KWAMP project was implemented in partnership between the public sector and private sector. The findings from 44 respondents that were selected from project implementation parties indicate that there has been a fair project implementation process. The project met its objectives as it contributed to the boost of Agricultural production. There has been an improvement in some areas, including the improvement of my family's feedings, which increased from the affordability of medical insurance, the affordability of children's school fees, the ability to improve their shelter, and the ability to accumulate savings.

The evaluation report of KWAMP project proves a considerable boost of socio-economic dimension brought by the project. With regard to crop intensification, KWAMP contributed to make Kirehe one of the top three maize producing districts countrywide. These activities contributed significantly to food security and income generation for Kirehe farmers. Key priority activities in the last year of project implementation should be focused on crop intensification with high value/yielding crops in both land husbandry works sites and hillside irrigation schemes. In addition, existing farmer groups were supported to strengthen their managing capacities and evolve into cooperatives to facilitate their access to inputs and markets.

Regarding livestock intensification, the project has purchased and distributed 2.080, crossbred dairy heifers through the one cow per household program, and 1,287 households obtained a cow through the pass-on-gift scheme. Apart from dairy cows, 3,159, goats and 1,709 pigs have been distributed to poor households who have less than 25 ares of land for fodder production. All beneficiaries have been supported to construct livestock sheds and planting of appropriate fodder. A cluster of livestock beneficiaries has also been supported to get access to biogas.

With respect to soil and water conservation (SWC) activities, KWAMP contributed to increase soil erosion control in most of Kirehe watersheds, with the consequent improvement of crop productivity on protected slopes. So far, 89% of SWC targets for progressive terraces set in the MTR have been achieved; while the figures are 85% for land husbandry works, 65% for agro-forestry trees plantation, and 64% for planting Pennisetum cuttings. With the ongoing SWC activities and priority activities planned in 2015/16 AWPB, more than 90% of all MTR targets would have been achieved by the end of project implementation. By priority, anti-erosion structures to be developed during the remaining KWAMP implementation period should be installed in critical areas, with the aim to protect investments already made in marshlands and hillside irrigation sites. Briefly, the implementation of the KWAMP project contributed to the improvement of recipients' living conditions. The effectiveness and efficient proved by achievement of planned objectives result on the effectiveness of project management areas.

5.3. Recommendations

Based on the findings of the study, the researcher came up with the following recommendations to the implementers of government projects and future researchers.

5.3.1. Recommendations to MINAGRI

On the basis of the findings from the project implementers presented in table 11 of this study, the respondents stated that the availability of resources at the right time and meeting accurately the timeline of the project affected the project success as they were not accurately met which led to the period overrun of two years. Based on these findings, the researcher recommends the project implementers of (MINAGRI) to enhance the stakeholder's partnership and resources management to meet the project budget and time.

5.3.2. Recommendations to future researchers

The researcher cannot declare that this research on project implementation area and project performance is exhaustive. Several issues, associated with the implementation process should be analyzed as project implementation reflects several aspects depending on the structure of the project. Therefore, several studies can investigate the impact of risk assessment on the Public-Private partnerships project success.

References

Aaltoner, 2013. The establishment of legitimacy in international projects. *International journal of project management,* pp. 12-17.

Aarseth, W. T. A. K. O. A. &. B., 2017. *Project sustainability Strategies.* 35 ed. s.l.:s.n.

Albrecht, J. C. &. S. K., 2014. *Linking the benefits of project management maturity to project complexity.* 7 ed. s.l.:International Journal of managing projects in Business.

Algeo, C., 2014. *Exploring project knowledge acquisition and exchange through action research.* 45th ed. s.l.:Project management Journal.

Amachree, S. M. O., 1988. *Investment Appraisal in Developing countries. Avebury.* s.l.:s.n.

Atiibo, K. A., 2012. *Examining stakeholder management challenges and their impact on project management in the case of advocacy and empowernment NGOs in the upper east region of Ghana.* s.l.:s.n.

Cleland, D. &. I. L., 2007. *Project management: Strategic Design and implementation.* 5th ed. USA: McGraw-Hill Companies.

Collins, A. &. B. D., 2004. *Critical Factors Affecting Schedule Performance.* s.l.:s.n.

Keene, 2007. Development projects that didn't work. *The Perils of Narrow Approaches to Complex Situations, Globalhood Research Paper.*

Koskela, Lauri. (2000). An exploration towards a production theory and its application to construction. *Academy of Management Review*, Vol. 14,

Lavagnon, A. A. D. &. D. T., 2012. Critical success factors for World Bank Projects: An empirical investigation. *International Journal of project management,* pp. 105-116.

Martens, M. L. &. C. M. M., 2017. Key factors of sustainability in project manangement context: A survey exploring project managers' perspective. *International Journal of Project Management,* pp. 1084-1102.

Menoka, S. N., 2014. Stakeholder engagement and sustainability-related project performance in construction.. *Improving the construction project performance through achieving construction sustainability.*

Mwangi, J. W., 2012. *The factors influencing success of constituency development.* s.l.:s.n.

Nathan, S. B. J. &. S. N., 2014. The scope and impact of community participation: The views of community representatives in an Australian health service. *Journal of health organization and management,* p. 28.

Ngure, E. W., 2013. *Determinants influencing performance of agricultural projects kenya: a case of Nalep projects in Ruiru District, kiambu country.* s.l.:s.n.

Project Management Institute Standard Committee. (1996). *A Guide to the Project Management Body of Knowledge*

Rondinelli, D., 2013. *Development projects as policy experiments: and adaptive approach to development administration.* 2nd ed. s.l.:s.n.

Safeplan Uganda, 2012. *Single and young mothers empowerment project in masindi municipality.* s.l.:s.n.

Shaban, F. G., 2008. *Factors affecting the performance of construction projects in the Gaza strip.* s.l.:s.n.

Slootma, T., 2007. *Planning of Mega-Projects onfluence of Execution planning on project performance.* s.l.:s.n.

Texas Department of Transportation, 2011. *Traffic Safety Program Manual.* s.l.:s.n.

USAID, 2010. *Performance Monitoring & Evaluation TIPS delecting Pefromance Indicators.* 6 ed. s.l.:s.n.

Wang, Y. G. J. G. a. H. J., 2008. A study of preproject planning and project success using ann and regression models. *the 25th International Symposium on Automation and Robotics in Construction. ISARC-2008.*

APPENDIX
QUESTIONNAIRES

A) QUESTIONNAIRE ADDRESSED TO KWAMP PROJECT IMPLEMENTERS

Dear respondent,

I am researching the "Project management areas and Project performance a case of KWAMP". This research is being done as part of the requirement for the award of a master's degree in Project Management. I am therefore interested in your opinions in your area of operation.

Therefore, I would sincerely appreciate your help by filling in the enclosed questionnaire. The results of this study will be kept confidential and used purely for academic purposes.

PART I: BACKGROUND OF THE RESPONDENT

Please tick, mention, or answer the questions below in the spaces provided)

1. What are your names? (Optional)

……

2. Sex: Male ☐ **Female** ☐

3. What is your marital status?

a) Single ☐ **b) Married** ☐ **c) Divorced** ☐ **d) Widowed** ☐

4. What is your age?

a)18 - 28 years ☐ **b) 29-3** ☐ **c) 39-48** ☐ **d) 48** ☐ **e) 48+** ☐

5. What is your formal education level?

a) Doctorate ☐ **b) Master's degree** ☐ **c) Bachelor's degree** ☐

d) Secondary certificate ☐ **e) Primary** ☐ **f) Never attended school** ☐

g) other qualification ☐

6. What is your role in the project?

a) Project implementer ☐ **b) Project beneficiary** ☐ **c) Other** ☐

PART II: QUESTIONS ON PROJECT MANAGEMENT AREAS AND PROJECT PERFORMANCE

i. PROJECT MANAGEMENT AREAS

	Strongly disagree [1]	**Disagree [2]**	**Neutral [3]**	**Agree [4]**	**Strongly agree [5]**
The management team had outlined the implementation process of the KWAMP project					
The project management team had revised all documentation of the KWAMP project before its implementation					
The tasks and objectives to be achieved at the end of each phase were defined and scoped					
KWAMP project scope (geographic) were predefined					
KWAMP project duration was specified and predefined					
The duties and tasks of each involved party were predefined					
Schedule management					
KWAMP activities were allocated per the timeline					

The duration of each task was predefined before implementation					
Employees responsible for each task were specific					
Resources management					
Project staff description					
Resources quality					
Availability of resources at the right time					
Competence of private partners					
Effective PPP					
Application of interview technique					
Usage of questionnaire					
Application of observation technique					
Risks response techniques					
Application of risk allocation technique					
Risk transference technique					
Application of risks mitigation					
Application of risks avoidance technique					

Risks acceptance					
All involved parties had an agreement on tasks performance before project implementation					
We follow project design guidelines stipulated by the donor during implementation.					
We escalate the issues raised through monitoring on a timely basis to the donor for modification of the project design.					
The project design is flexible and accommodates new learning and monitoring and evaluation.					
Good project design eases implementation.					

ii. MONITORING AND EVALUATION STRATEGY

	Strongly disagree [1]	**Disagree [2]**	**Neutral [3]**	**Agree [4]**	**Strongly agree [5]**

We have a good M&E system for the project					
M&E department is independent and does not undertake project implementation.					
We conduct regular project monitoring at all project sites					
We regularly share the M&E project reports with relevant stakeholders.					
We act on recommendations made from the monitoring reports.					
The management team works collaboratively with the M&E team before making project implementation strategies to achieve the desired outcome					
We use learning from the project evaluation reports to inform future programming.					

v) STAKEHOLDERS ENGAGEMENT STRATEGY

	Strongly disagree [1]	**Disagree [2]**	**Neutral [3]**	**Agree [4]**	**Strongly agree [5]**
We identify project stakeholders during project planning					
We dialogue with stakeholders opposing the project to reach a consensus					
We encourage the beneficiaries' ownership of the project sustainability.					
We use the stakeholder's feedback to inform and redesign the project.					

How does the project structure affect the project success?

…….

B) QUESTIONNAIRE ADDRESSED TO BENEFICIARIES OF THE KWAMP PROJECT

PART I: BACKGROUND OF THE RESPONDENT

Please tick, mention, or answer the questions below in the spaces provided)

1. What are your names?

……

2. Gender: Male Female ☐

3. What is your marital status?

a) Single ☐ b) Married ☐ c) Divorced ☐ d) Widowed ☐

4. What is your age?

a) - 20 years ☐ b) 20-35 ☐ c) 36-50 ☐ d) 51-65 ☐ e) 65+ ☐

5. What is your formal education level?

a) Doctorate ☐ b) Master's degree ☐ c) Bachelor's degree ☐

d) Secondary certificate ☐ e) Primary ☐ f) Never attended school ☐

g) other qualification ☐

6. What is your official residence (Sector, Cell, and Village)?

……

7. How long have you lived in this area? ……. years

8. How many are your dependents? ……..

9. What is your role in the project?

a) Project implementer ☐ b) Project beneficiary ☐ c) Other ☐

ii. Involvement of the community during project implementation					
The project had a sponsor					
The leaders of the sponsor oversaw the project management					
I was involved in the projects activities					
I was contributing financially to the project					
I acquired ability to plan activities					
I acquired ability to implement activities					
I acquired ability to monitor activities					
I acquired ability to hold a meeting					
I was involved in decision making					
I was accessing to regular reports about the progress of the project					
I have ability to hold accountable the project management team					
Ability to make innovations and to respond to challenges					

iii. Benefits from KWAMP project

10. Before the Project:

	Strongly disagree [1]	**Disagree [2]**	**Neutral [3]**	**Agree [4]**	**Strongly agree [5]**
I was able to feed my family					
I was able to pay medical insurance to all family members					
I was able to buy school materials for my children					
I was able to pay school fees for my children					
I was able to improve the state of my house					
I was able to save some money					

11. After the Project

	Strongly disagree [1]	**Disagree [2]**	**Neutral [3]**	**Agree [4]**	**Strongly agree [5]**
My ability to feed my family is better than before					
My ability to pay medical insurance to all family members has increased					

My ability to buy school materials for my children has increased					
My ability to pay school fees for my children has increased					
My ability to improve the state of my house has increased					
My ability to save money has increased					

21. What do you recommend for the sustainability of the KWAMP activities?

……

……

Thank you for your cooperation.

UNIVERSITY of RWANDA

CBE - SCHOOL OF BUSINESS

OFFICE OF THE COORDINATOR - POSTGRADUATE PROGRAMS

Kigali, 27th April 2022

Dear Sir/Madam,

Re: TO WHOM IT MAY CONCERN

Mrs. **NIYIBAHO URWIBUTSO Liliane** with Reg.No: 220017849 is our MBA full time student. She is now conducting a research project as one of the partial requirements for the MBA degree award.

This letter is therefore to kindly request you to grant her any assistance to successfully conduct research in your organization under the project title "**Impact of Project Management Areas on Project Performance, A case Study of Kirehe Community- Based Watershed Management project (KWAMP, 2009-2018).**"

Any assistance rendered to her will be highly appreciated.

Yours sincerely,

UNIVERSITY OF RWANDA Postgraduate Office

Dr. MISAGO Isaie Kadhafi
Postgraduate Coordinator
School of Business, UR-CBE.

Email: principal.cbe@ur.ac.rw P.O Box 1514 Kigali, Rwanda www.ur.ac.rw

Final Thesis Plagiarism check

ORIGINALITY REPORT

13%	5%	0%	12%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Mount Kenya University Student Paper	8%
2	www.ifad.int Internet Source	1%
3	Submitted to University of Rwanda Student Paper	1%
4	pt.scribd.com Internet Source	<1%
5	www.irbnet.de Internet Source	<1%
6	strategicjournals.com Internet Source	<1%
7	ir.kiu.ac.ug Internet Source	<1%
8	Submitted to London School of Commerce Student Paper	<1%
9	Submitted to UNIVERSITY OF LUSAKA Student Paper	<1%

10	ir-library.ku.ac.ke Internet Source	<1 %
11	www.ijmra.us Internet Source	<1 %
12	Submitted to South Winneshiek High School Student Paper	<1 %
13	Submitted to Midlands State University Student Paper	<1 %
14	Submitted to Kenyatta University Student Paper	<1 %
15	Submitted to Middlesex University Student Paper	<1 %
16	es.scribd.com Internet Source	<1 %
17	www.researchgate.net Internet Source	<1 %
18	Submitted to Mancosa Student Paper	<1 %
19	ir.mu.ac.ke:8080 Internet Source	<1 %
20	btk.ppke.hu Internet Source	<1 %
21	Submitted to Postgraduate Schools - Limkokwing University of Creative Technology	<1 %

	Student Paper	
22	abd88079-bdc5-4274-9638-f3715aab13b0.filesusr.com Internet Source	<1 %
23	pdfs.semanticscholar.org Internet Source	<1 %
24	umispace.umi.ac.ug Internet Source	<1 %
25	Submitted to Higher Education Commission Pakistan Student Paper	<1 %
26	ijisrt.com Internet Source	<1 %
27	silo.pub Internet Source	<1 %

Exclude quotes	Off	Exclude matches	Off
Exclude bibliography	Off		