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COLLEGE OF
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POSTGRADUATE STUDIES

MBA- Project Management

EFFECT OF PROJECT FACTORS OF SUCCESS ON ITS SUCCESS

A CASE OF ONE ACRE FUND RWANDA

A Research Project submitted to the University of Rwanda, College of Business and Economics in Partial Fulfillment of Requirements for the Award of the Degree of Master of Business Administration in Project Management.

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DECLARATION

I MAHORO Gyslène, hereby declare that the work presented in this Thesis work entitled “Effect of project factors of success on its success” case study of One Acre Fund Rwanda” is my original work and has never been presented elsewhere for academic qualification. Any references in terms of books or any other written or electronic materials are indicated in the bibliography.

Candidate’s Signature.....

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Date:

APPROVAL

I certify that, this Thesis work titled “Examine the factors that influence the success of project; a case study of One Acre Fund Rwanda” is an original work of MAHORO Gyslène, under my supervision and guidance.

Supervisor’s signature.....

Dr. RUSAGARA Jean Bosco

Date.....

DEDICATION

To

My Beloved Husband

My supervisor

My Mother and siblings

My Classmates

ACKNOWLEDGEMENT

I thank the almighty God whose presence never departed from me throughout the time spent to accomplish my Master of Business Administration with Specialization in Project Management.

I would like to thank my supervisor Dr. Rusagara Jean Bosco who gave me a golden opportunity to work on this project. I'd also like to express my gratitude to my family wholeheartedly for their patience, support, encouragement and contribution that has made this work a success.

Lastly, my heartfelt appreciation goes to all of those who helped me in diverse ways through my proposal especially UR administration and also through the completion of my degree.

May the Almighty God Bless you all abundantly!

TABLE OF CONTENTS

DECLARATION.....	ii
APPROVAL	iii
DEDICATION.....	iv
ACKNOWLEDGEMENT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ACRONYMS AND ABBREVIATIONS	xii
ABSTRACT.....	xiii
CHAPTER ONE: GENERAL INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the study	2
1.2 Problem statement.....	4
1.3 Objective of the study	5
1.3.1 General objective.....	5
1.3.2 Specific objectives	5
1.4 Research question.....	5
1.5 Research hypothesis	5

1.6 Significance of the study	6
1.7 The scope of the study	6
Time scope	6
Geographical scope	6
Content scope	7
1.8 Organization of the study	7
CHAPTER TWO: LITERATURE REVIEW	8
2.0 Introduction	8
2.1 Conceptual review	8
2.2 Theoretical framework	11
2.3 Conceptual framework	12
2.4 Empirical review	14
2.5 Critical review and Research Gap Identification	15
CHAPTER THREE: RESEARCH METHODOLOGY	16
3.0. Introduction	16
3.1 Research design	16
3.2 Population of the study	16
3.3 Sample size	17
3.4 Data collection methods	18
3.5 Research instrument	19

3.6 Data analysis	19
3.7 Reliability of instrument	20
3.8 Ethical Consideration	20
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION	21
4.0 Introduction	21
4.1 Demographic characteristics of respondents	21
4.1.1 Gender of respondents	21
4.1.2 Age of respondents	22
4.1.3 Education level of the respondents.....	23
4.1.4 Working experience	24
4.2 Presentation of Findings	25
4.2.1 Findings on objective one: to assess the relationship between communication and project success at One Acre Fund Rwanda	25
4.2.2 Findings on objective two: to assess the relationship between planning and project success at One Acre Fund Rwanda	30
4.2.3 Findings on objective two: to assess the relationship between team member's skills and project success at One Acre Fund Rwanda	35
4.3 Hypothesis test	41
CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATION	44
5.0 Introduction	44
5.1 Summary of findings	44

5.1.1 Findings on objective one: to assess the relationship between communication and project success at One Acre Fund Rwanda	45
5.1.2 Findings on objective two: to assess the relationship between planning and project success at One Acre Fund Rwanda	46
5.1.3 Findings on objective two: to assess the relationship between team member’s skills and project success at One Acre Fund Rwanda	47
5.2 Conclusion.....	48
5.3 Recommendations	48
5.4 Suggestions for Further Studies	49
REFERENCES.....	50

LIST OF TABLES

Table 3. 1: The respondents of the study	18
Table 4. 2: The effective communication	25
Table 4. 3: Communication at the right time	26
Table 4. 4: Effective reporting chain	27
Table 4. 5: Communication feedback	27
Table 4. 6: The way someone can communicate his/her idea.....	28
Table 4. 7: The overall findings on objective one	29
Table 4. 8: Effective planning.....	30
Table 4. 9: How everyone understands planning.....	31
Table 4. 10: Clear way to measure the expected result.....	32
Table 4. 11: How the organization meet the expect result.....	32
Table 4. 12: Project deadline	33
Table 4. 13: The overall findings on objective two	34
Table 4. 14: Qualified workers	35
Table 4. 15: Employee training.....	36
Table 4. 16: Effective way to enhance innovation.....	37
Table 4. 17: Clear expectation skills for each role.....	37
Table 4. 18: the overall findings on objective three.....	38
Table 4. 19: Correlation matrix.....	39
Table 4. 20: Hypothesis test of communication and project success.....	41
Table 4. 21: Hypothesis test of planning and project success.....	42
Table 4. 22: Hypothesis test of team member's skills and project success	43

LIST OF FIGURES

Figure 2. 1: Conceptual framework	13
Figure 4. 2: Gender of respondents	21
Figure 4. 3: Age of respondents	22
Figure 4. 4: Education level	23
Figure 4. 5: Working experience	24

LIST OF ACRONYMS AND ABBREVIATIONS

PMI	: Project Management Institute
SPSS	: Social Package for social sciences
USA	: United State of America

ABSTRACT

The research purpose of this study was to investigate the effect of factors of project factors of success of its success a case study of ONE ACRE FUND.

The determinants for project management success has been a very interesting topic for the last centuries and many researchers have a say about the success of projects therefore in this study, the researcher will examine the factors that influence the success of the project, a case of One Acre Fund.

Some of OAF projects failed due to factors like lack of effective planning, miscommunication and insufficient skills of team members. For instance, the cooking stoves project aimed to improve the lives of farmers by upgrading their living style from traditional style to cooking stoves; this project was not achieving the desired target. This made the management to not recognize the factors to take into consideration during the project implementation, leading to the project success. Therefore, this study examined the factors that influence the project success at One Acre Fund Rwanda and identified that One Acre Fund has to increase the way to boost the project success because there a weal relationship between the study variable.

As the main objective of the study was to assess the factors that influence project success at One Acre Fund Rwanda, the research findings concluded that it is better for every organization specifically on One Acre Fund to enhance the factors like communication, planning and team member's skills in order to achieve project success at the end of project; the organization has also to keep focusing on others factors which may influence the project success.

Key words: Project factors of success on its success

CHAPTER ONE: GENERAL INTRODUCTION

1.0 Introduction

Nowadays the environment is changing very quickly, thus every organization has to fight in order to survive in this changing environment by setting different strategies in their project and ensure the success of the project.

People say that a project is successful as far as project management is concerned if the project is complete within time, within the given budget and meets the stakeholders with the specified result (Bodicha, 2015). Similarly, there are various factors based on which people consider a project to be successful. Different stakeholders of the project such as project manager, team members, senior management, functional managers, and third parties have a different perspective on project success (Ramos and Mota, 2016).

However, the project successful depends on perspective of the different stakeholders, similarly, a project considered as a success by a project team may not be considered as a success by the stakeholders thus different stakeholders interpret the project success differently (Beleiu et al., 2015).

The determinants for project management success has been a very interesting topic for the last centuries and many researchers have a say about the success of projects therefore in this study, the researcher will examine the factors that influence the success of the project, a case of One Acre Fund Rwanda.

1.1 Background of the study

The project 'success has become a concern in every industry. Mian (2015), project management and project success are related. Hence, people need to concentrate on management angle for the projects to make it successful as for the success of the project; organizations have to concentrate on team, organization, project management, planned result, environment, resources and related technical factors.

Goparaju (2016), the factors which give impact to the success of the project include project coordinators and team members, their skills and competencies; while, resources such as hardware, software, machinery, tools, and components used in the project execution and planning have an impact on project success. He also stated that environment factors include external environment such as political, social, economic, legal, regulatory, and financial environments of the project which will affect the project success; lastly project manager skills like communication, leadership, persuasion, negotiation, and influencing, motivating, directing, decision-making, problem-solving skills also influence project success.

Moreover, organizational environment such as organizational culture, organizational structure, organizational processes, organizational goals and objectives, top management support, senior management commitment, organizational reputation, organizational climate, organizational policies, and procedures affect project success. Lastly, technical factors give impact to project success with its factors like hardware factors, response times, access methods, the speed of devices, the accuracy of the output, usability, accessibility, troubleshooting (Goparaju, 2016).

Morteza (2019) ranked management skills and competence as the first factor which can affect the project success, the second factor was stakeholder's expectation while the third factor was time.

All these factors can influence the project success in one way or another. To support this point of view, Collins (2015) indicated other six key factors that influence the project success such as; strong leadership, organization maturity, business driven approach, executive backing, user adoption and visibility.

According to Guru (2019) project success is an important project management issue, it is one of the most frequently discussed topics and there is a lack of agreement concerning the criteria by which success is judged, much as these project management methods introduced and reached different sectors half a century ago; project success remains a challenge still today. As (Hamed, 2016), 8 out of 10 project managers have no adequate project management knowledge which leads to the failure of the project.

However, the project success depends of the different factors, Kirsi (2017), the project management has become a core competency, and nearly every manager is involved in managing the project and leads to success; moreover, the project success vary depends on organization, team member and stakeholder, thus it is not reliable to conclude that the factors which influenced the one project can influence the success of another project.

Regardless of the study which has been done in different places around the world, this also which has been conducted in Rwanda, Therefore, this study examined the factors that influence the success of the project, a case of One Acre Fund Rwanda.

1.2 Problem statement

Sarmad (2016) revealed the factors which can lead to failure of the project like where 57% of projects fail due to poor communication (lack of communication), 40% of projects fail due to poor planning and lack of well-planned of resources allocation (poor planning) and 80% project team member have no adequate project management knowledge (lack of project team member skills).

One Acre Fund Rwanda is a non-governmental organization aimed to finance and train smallholders to grow their way out of hunger and build lasting pathways to prosperity. It started working in Rwanda in 2007, up to now, One Acre Fund still helped Rwanda's farmers to enhance their grown rapidly in different ways in order to start producing surplus food for their neighbors. It has implemented many projects so far where some of them have been successful like the Tree Project which aimed to give trees to farmers in different places around the country.

However, some projects failed due to factors like lack of effective planning, miscommunication and insufficient skills of team members. For instance, the cooking stoves project aimed to improve the lives of farmers by upgrading their living style from traditional style to cooking stoves; this project was not achieving the desired target. This made the management to not recognize the factors to take into consideration during the project implementation, leading to the project success. Therefore, this study examined the factors that influence the project success at One Acre Fund Rwanda.

1.3 Objective of the study

1.3.1 General objective

The overall objective of this study was to examine the factors that influence the success of the project at One Acre Fund Rwanda

1.3.2 Specific objectives

- (i) To assess the effect of communication on project success at One Acre Fund Rwanda
- (ii) To assess the effect of planning on project success at One Acre Fund Rwanda
- (iii) To assess the effect of team member's skills on project success at One Acre Fund Rwanda

1.4 Research question

- (i) Is there significant effect of communication on project success at One Acre Fund Rwanda?
- (ii) Is there significant effect of planning on project success at One Acre Fund Rwanda?
- (iii) Is there significant effect of team member's skills on project success at One Acre Fund Rwanda?

1.5 Research hypothesis

H₀₁: there is a significant effect of communication on project success

H₀₂: there is a significant effect of planning on project success

H₀₃: there is a significant effect of project team member's skills on project success

1.6 Significance of the study

This study will help the researcher to fulfill the requirement of Masters of Business Administration at University of Rwanda; this research will also help the researcher to have more knowledge on the factors which can influence the project success or failure as well as to contribute in filling the gap on project success factors.

The findings of this research helped the University of Rwanda to enhance the project management practices; the findings helped the academic scholars or other researchers to have the empirical review as well as the literature about the project success factors, this research also helped the project managers specially managers of One Acre Fund Rwanda to know the factors to take into consideration while they are doing the project management process which helped to enhance the success of projects in the organization.

1.7 The scope of the study

Time scope

This study took into consideration the time of the last 5 years (2015-2019). This time was reliable because it provided the image of how the projects that One Acre Fund Rwanda implemented has been affected by different factors on their success or failure during the last 5 years of operations.

Geographical scope

As this study aimed to examine the factors that influence the success of the project at One Acre Fund Rwanda, this study focused on One Acre Fund Rwanda contracted employees from the Kigali branch which is the head office, Karongi branch and Nyagatare branch.

Content scope

The study covered factors as the independent variable and project success as the dependent variable, this helped the researcher to examine how factors can influence the process successfully.

1.8 Organization of the study

The research project is organized into five chapters. Chapter one is the introductory section of the study that provided the study with a background and states the problem prompting the researcher to undertake the study; the objectives of the study, research questions and scope of the study are addressed in the chapter; the last section of the chapter presents an overview of how the study is structured. Chapter two contains the literature review, which outlines numerous concepts by researchers in relation to the study. Chapter three clarifies on the research methodology to be employed by the researcher in carrying out the study. Chapter four presents research findings as documented by the data collected by the researcher; relevant discussions related to the research findings are also clarified in this chapter while chapter five is the summary of the study findings, draws conclusions, and makes recommendations in line with the findings, and provides suggestions for future studies.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter covered several literatures, theoretical framework, experimental review, critical review and exploration gap identification as well as conceptual framework.

2.1 Conceptual review

2.1.1 Project

The word project it has been used for a long time ago, various researchers defined it any different ways, a project is temporary in that it has the starting time and end time, it has the unique solution which it will provide to a given problem (Project Management Institute, 2013) while Guru (2019) defined a project is a piece of planned work or an activity that is finished over a period of time and intended to achieve a particular purpose; the project is a temporary endeavor undertaken to create a unique product, service, or result.

PMI (2013) a project that is divided into phases simplifies the process and enables leadership in the best possible direction. The five project process groups are defined as: (i) initiating, (ii) planning, (iii) execution, (iv) monitoring & evaluation and (v) closing; all these five phases must be done in the project management process.

2.1.2 Project success

The meaning of project success includes project success factors, project success criteria and (Masrom et al., 2015). The presence of project success factors increases the probability of success of the project (Lech, 2016) while According to (Meskendahl, 2010), project refers to the central building block used in implementing strategies.

However, Morteza (2019), there is a remarkable difference in the perception of the meaning of "success" in the minds of people who evaluate project performance; project managers, system analysts, sponsors and users all have a specific definition of "project success".

The presence of these factors is mandatory (Goparaju, 2016). Project success can be measured using different techniques; some organizations take customer satisfaction surveys (Ellis, 2015). Some organizations use senior management or project manager feedback (Harwardt, 2016). Some conduct team project surveys while the others measure the success of the project in financial terms, (Parisi & Rossi, 2015). Therefore, the one who wants to measure the project success must set the way and the factors which will be based on to measure that success.

Project success is reaching the objectives and the planned results in compliance with predetermined conditions of time, cost, and performance (Beleiu et al., 2015). To support this point of view, according to Mir & Pinnington (2014), project success was recognized to be a complex, multi-dimensional concept encompassing many attributes (Mir & Pinnington, 2014).

Critical Success Factors refer to characteristics, conditions or variables that have a significant impact on the success of a project, when they are properly sustained, maintained and managed (Alias et al., 2014).

Sarmad (2016) discovered the factors which can lead to project failure or success, among those factors were communication factor, accurate planning factor and the skills of project team members as well as the project manager. Similarly, the project success on the other hand is determined by the degree to which the objectives of the project were attained, timelines met and budget allocated. Therefore, the critical success factors lead to project success (Judith, 2016).

2.1.3 Communication in project management

According to Shafiq (2019), effective communication among project teams, stakeholders and organizations is very important. Therefore, nothing is more important to the success of a project than effective communication. Communication the exchange of information from one point of the project to the other point in an efficient manner (Rajkumar, 2010).

Communication in project management often begins to break down in the middle phases of a project, when team members are immersed in their work and liable to lose sight of what others are doing. Important details such as changes to a deadline might be communicated to only those team members who are directly affected, leaving others in the dark (Jen, 2016).

According to (Sudhakar, 2012), some properties of good communication include: (i) Communication should be clear and well defined (ii) should be as direct as possible; loops should be avoided and (iii) Adequate communication channels should be used.

2.1.4 Team member skills

Necessary competency for personnel to handle projects is very important. Considering that the project manager and the project team are ultimately responsible for the success and quality of projects it stands to reason that competent personnel would be recruited and trained regularly, the project manager is seen as the key individual within the project to create a good team spirit within the project environment and the culture is crucial to project success (Shafiq, 2019).

2.1.5 Effective planning

Successful implementation of projects is dependent upon planning; the planning is the process of making plans for something based on the resources (Kate, 2018). Financial support is inevitably

required if an investment in a technological system is to be made; human resources are needed to coordinate and manage the implementation process as well as to take up knowledge-related roles and the time aspect must also be a consideration (Judith, 2016).

2.2 Theoretical framework

2.2.1 Neoclassical Robert Muller theory

Neoclassical theory recognizes that multi-projects are executed as a means of achieving the project objectives and to enhance the project operations (Nikuze, 2018). Project success framework is also a context specific factor for achieving objectives and project success is a tool for achieving organization's strategic objectives (Juli, 2010).

The important tool in ensuring that the project is being effectively implemented within the confines of achieving the project success is to make sure that the settled planning is being implemented as it was planned at the beginning of the project (Nikuze, 2018).

This theory was adopted in this research to know how the project was implemented, which leads to project success.

2.2.2 Theory of performance

The theory of performance develops and relates six foundational aspects to make a framework that can be used to explain the project success as well as the project improvement; the performer or a group of the project engaging in collaborative effort (Kibebe, 2014). Developing project success is a journey and the level of performance describes the different factors which may be contributed to that success like level of skill of team members, the effective communication as well as the effective planning (Nikunze, 2018).

The performance theory was adopted in this study because it helped to examine the factors which could influence the project success at One Acre Fund Rwanda.

2.2.3 The Triple constraint theory or Iron Triangle

Basically, the triple constraint states that the success of the project is influenced by its budget, timeframe and functionality. As the manager of this project, you can exchange between these three constraints; however, changing the constraints of one means that the other two will suffer to some extent.

While it is true that the triple bind is an important part of any successful project, it does not determine success. Projects are made up of many parts, more than the three, although major ones, that make up the triple constraint. Sometimes you can't play with the triple bind, but these three factors are still at play in the project.

Managing a project is often a series of compromises and compromises to get things done toward success. The Triple Constraint is a model that helps managers to know what compromises will work and what impact they will have on other aspects of the project.

2.3 Conceptual framework

The conceptual framework shows the study variable, in this study, the project factor was the independent variable while the project success was the dependent variable. The figure 2.1 shows how the factors like communication, team member's skills and effective planning can influence the project success in one way or another.

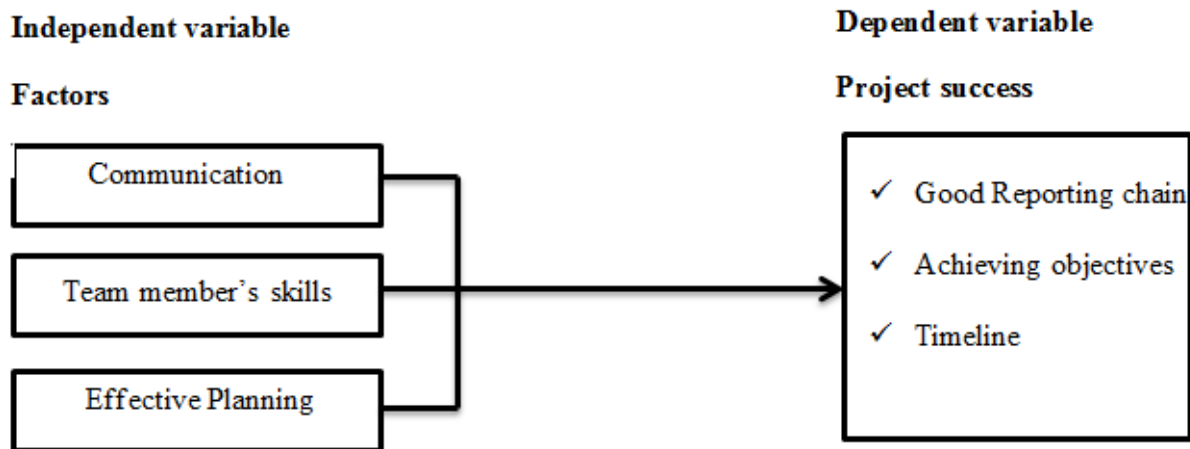


Figure 2. 1: Conceptual framework

Source: Researcher, 2021

Having a talented project manager is the first step to existent project success, but there are other important factors that go a long way in the outcome of a project. It takes careful planning, attention to detail, and effective communication to make a project successful. With vigilant management and strong project close, a business can always achieve project success.

To ensure that everything runs smoothly on a project, having a great project manager doesn't guarantee a successful project outcome. Some factors such as smart people, smart communication, smart planning, careful risk management and strong project closure play a manager role in the success of the project.

The entire team paying attention to key factors is what will help lead the project to true success. This success will then lead to proactive, organized project plans and an increase in quality of all future projects.

The above figure shows how factors like if there was a good communication in the organization can help to achieve the project success in good reporting chain and sharing the information which lead to success; the team member's skill like officers, project managers can influence the project to achieve its goals and the effective planning can influence the project to be ended at time, to use resources so that the project will be successful.

The researcher examined how these three factors of communication, team member's skills and effective planning can influence the success of the project at One Acre Fund Rwanda.

2.4 Empirical review

Sarmad (2016) in his study on the project success factors in USA, he revealed that the project to failure of the project like where 57% of projects fail due to poor communication, 40% of projects fail due to poor planning and lack of well-planned of resources allocation and 80% project team member have no adequate project management knowledge, he also certified that project managers supervise 80% of successful projects while their skills is not adequate for that position.

Morteza (2019), the result of the similarity between project success and project management success, the survey's results showed that 46% of the respondents believed that project success differs from project management success, while 43% of the respondents considered them as the same. Moreover, he also found that the respondents believe that time, cost, quality, risk and finally scope control should be centralized under a general definition of project success and that project success factors must be taken into account as criteria is are necessary.

In Kenya, Birech, Kabiru, Misaro, and Kariuki (2013), Participants were asked whether the factors that influence the performance of community projects; the majority of the participants represented

by 89% agreed that there is an influence of the factors like labor skills which contribute to the performance while 8.8% were not sure and 2.2% disagree about the statement.

Regina and Daniel (2015), sought to find out whether participants agree that financial contributions to projects as a success. 67.1% agreed that there is an influence of financial contribution to project success, 18.7% were not sure, and 14.3% totally disagreed that there is an influence of financial contribution to project success.

Krisi (2017) found that planning time of the project was the most important in project success, the results showed that time is the 9th important one; time as a success criterion is deemed to be the completion time of a project, which should be close to the project planning. On the other hand, each project stakeholder has a different interpretation of time as a project success criterion. For example, a project manager might think of time as a time management procedure. When the researchers introduced time in regards to the processes of activities, sequencing, duration estimation and schedule development, the respondents didn't feel that they should only think about the completion date of projects. Therefore, Time appeared less critical than usual.

However, Success factors are subjected to the perceptions of the ones involved in the project development, depending not only on the stakeholder but also on cultural or geographical differences, which are reflected in the context of the organization (Montequin, 2016).

2.5 Critical review and Research Gap Identification

Many researchers have been discussed about the factors that can help the project to be successful in one way or another, but there was no research which examined the factors of communication, team member's skills and effective planning on project success in Rwanda, thus based on the above knowledge gap; in this study, the researcher examined the influence of those factors on project success at One Acre Fund Rwanda.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0. Introduction

Chapter three discusses on the research methodology applied by the researcher in carrying out the study. The contents of the chapter covered the research design to be used in the study, the target and sample populations, determine the sample size and techniques for sampling the selected population. Data collection methods and instruments were discussed as well as the administration of data collection instruments and data analysis procedures. The last section of the chapter discusses the ethical considerations considered by the researcher when underling the study.

3.1 Research design

According to Creswell (2014), research design is a plan for collecting and utilizing data so that desired information can be obtained with sufficient precision or so that a hypothesis can be tested properly. Hence the main objective of this study was to examine the factors that influence the success of the project at One Acre Fund Rwanda, the mixed methods research design was adopted in this study. The descriptive design was used to collect the quantitative data by using a questionnaire. In this process, the researcher collected data from One Acre Fund Rwanda in order to examine their perception of the factors which can influence the project success or failure.

3.2 Population of the study

According (Kothari, 2004), population is a group of individuals who have one or more characteristics in common; moreover, to achieve good population validity; quantitative researchers must select their sample from a defined population to which they wish to generalize their results.

Thus, the population of this study was 165 employees of One Acre Fund Rwanda. This number of employees includes the contracted employees, the project officers; the project fielded supervisors as well as the regions supervisors. All this number of employees are based in different places where One Acre Fund Rwanda has the project which is being implemented like Nyagatare District, Karongi District and Kigali city at head office.

3.3 Sample size

The determination of sample size is critical in the study procedure; inappropriate, inadequate sample size can highly influence the quality and accuracy of the study result (Nikuze, 2018). Therefore, to calculate the sample size of the study, the researcher used Solvin's sampling formula which is almost used as the formula to calculate the random sampling techniques.

The Solvin's sampling formula is as follows: $n = N / (1 + Ne^2)$

Where: n stands for sample size, N stands for total population number, e is margin error while 1 is a constant number.

Therefore, in this study, the total number of populations was 165, margin of error is 5% (0.05), then by applying the Slovin's formula, the sample size was as be follows:

$$\text{Sample size (n)} = 165 / \{1 + (165) (0.05)^2\} = 116.$$

The respondent of the study was 116 respondents who were selected using random sampling technique, plus 3 senior managers of One Acre Fund Rwanda who were selected using purposeful sampling technique. Therefore, the total sample size was 119 respondents (116 employees and 3 senior managers).

Table 3. 1: The respondents of the study

Post held by respondents	Number of respondents	Percentage (%)
One Acre Funds employees	116	97 %
Senior Managers	3	3 %
Total	119	100 %

Source: Researcher, 2021

3.4 Data collection methods

Data collection technique refers to the collection of qualitative and quantitative data (Gahigana, 2019). The quantitative was collected using questionnaires while the qualitative was collected using interview guides to key informants from different senior managers of One Acre Fund Rwanda.

The primary data in this study was collected using questionnaire and interview guide from different respondents of the study while the secondary data was collected using different libraries, internet search engine, scholar's findings as well as the report of One Acre Fund Rwanda.

3.5 Research instrument

3.5.1 Questionnaire

The questionnaire was used to collect quantitative data from the respondents, the questions were divided into sections based on the research specific objectives and taking into consideration the conceptual framework, the questionnaire had two main parts, the first part will be the socio-demographic data of the respondents, like the age group, level of education, gender and working experience, the second part was the close ended question part, where the respondent was asked to choose the appropriate number on the statement where the Likert scale number was in the range from 1=strongly disagree to 5 strongly agree.

3.5.2 Interview guide

The interview guide was used to collect the qualitative data from the respondents, the interview guide was used to collect data from senior managers of One Acre Fund as the key informant of this study and the interview guide was made by open ended question where the respondent was provided the perception about the statement in their own words.

3.6 Data analysis

For quantitative data, data which was collected will be coded using statistical software called Social Package for social sciences (SPSS) version 25 before analysis. To interpret the data, tables and charts were used to provide a meaningful sense to the readers while frequency tables, mean and standard deviation were used for numerical variables while the Pearson correlation was used to analyze the relationship between the study variables.

3.7 Reliability of instrument

Reliability and validity according to Gahigana (2018), refer to accuracy of a measurement. In order to validate the instrument in relation to the objectives and research questions in chapter one, the researcher generated the number of questions and was given it to the supervisor, based on this input. Finally, this provided the researcher a clear picture on required clarity on the content and increased the reliability and validity of the results of the study.

3.8 Ethical Consideration

In conducting this research, an authorization letter to carry out the study was obtained from the University of Rwanda. The acceptance letter to conduct the research was obtained from One Acre Fund Rwanda. Respondents were asked to fill the questionnaire freely at their own time. Before data collection, participants were approached and explained the purpose of the investigation, that it was for academic purpose only. Confidentiality of collected information and privacy was guaranteed. Collected data and information was protectively kept in personal computers and external memory for their security.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter discussed the research findings after collecting data at One Acre Fund on the factors that influence the success of the project. The findings and interpretation were presented based on the research objectives as well as with the conceptual framework of the study. The researcher distributed 119 questionnaires to One Acre Fund's employees which were selected using randomly sampling method. The entire questionnaire was filled very well and returned to the researcher for the final analysis.

4.1 Demographic characteristics of respondents

4.1.1 Gender of respondents

This section represents the respondent's gender in which the information was collected. The respondents of this study were One Acre Fund's employees and managers. The figure below indicates the percentages of respondents and their gender:

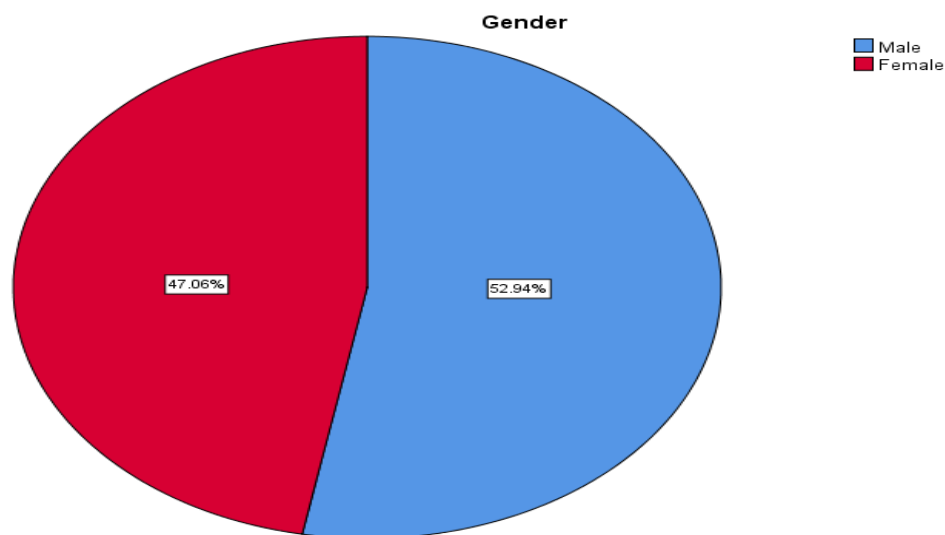


Figure 4. 2: Gender of respondents

Source: Researcher, 2021

Figure 4.1 shows that in this study, 47.06 were female while 52.94% were male. This clearly indicates that this study gave every gender the chance to be the respondent.

4.1.2 Age of respondents

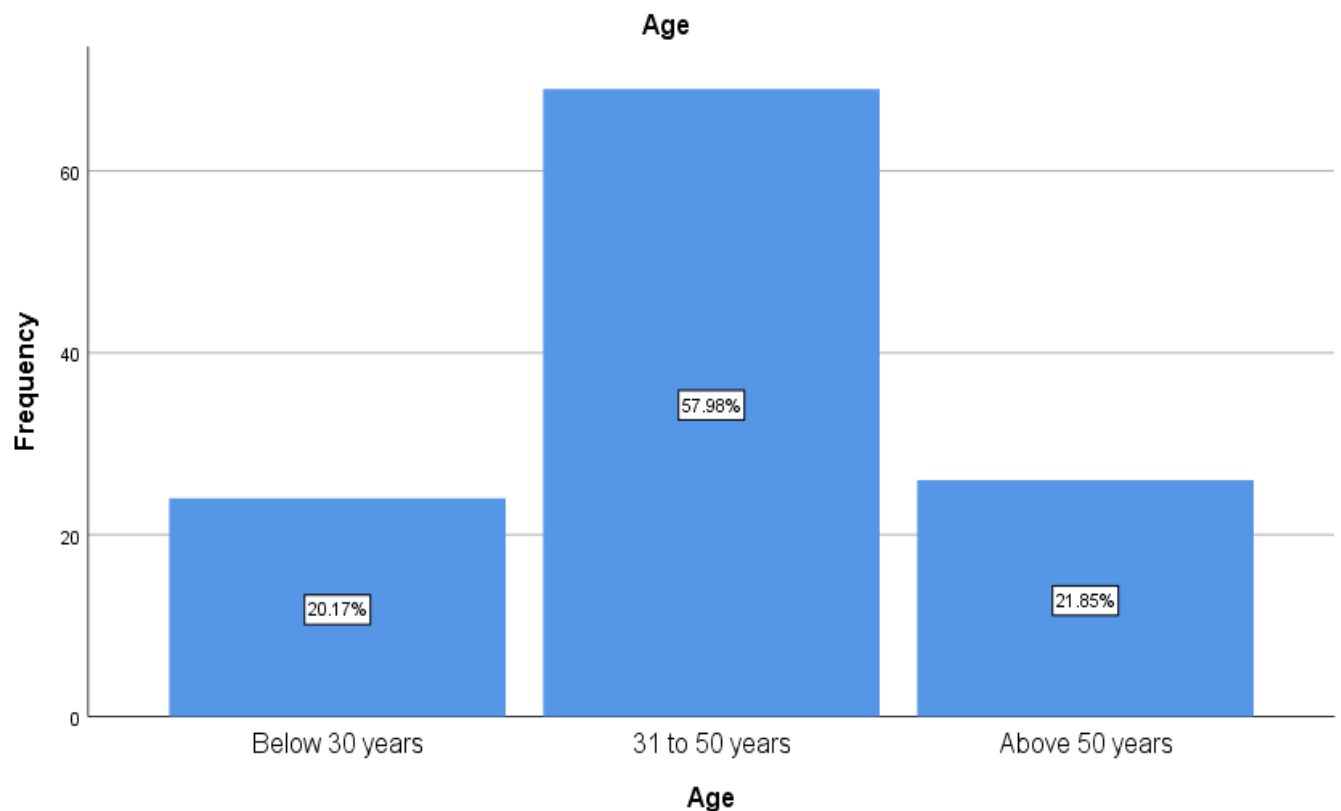


Figure 4. 3: Age of respondents

Source: Researcher, 2021

The figure 4.2 shows the age of the study respondents. The researcher grouped the age into three categories based on their maturity. 20.17% of the respondents of the study were below 30 years old, 57.9% were in the range of 31 to 50 years old while 21.85% were above 50 years old. This means that the data were collected from different respondents with different maturity levels.

4.1.3 Education level of the respondents

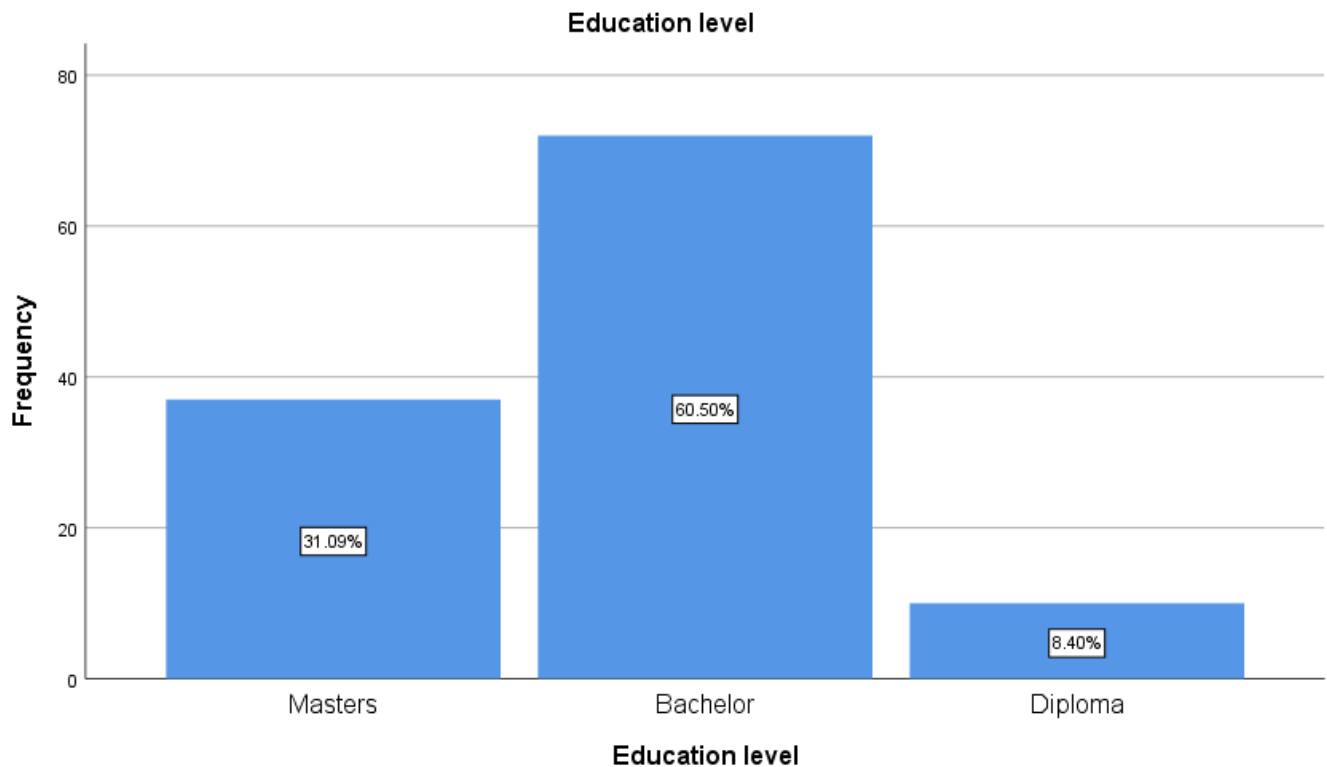


Figure 4. 4: Education level

Source: Researcher, 2021

The above figure 4.3 indicates the level of education of the study, 31.09% hold a master's degree in a different field, and 60.5% hold a bachelor's degree while 8.41% had a secondary diploma. The respondents of the study had a different level of education which means that the findings were collected from respondents of different levels of understanding on the factors that influence project success in the organization.

4.1.4 Working experience

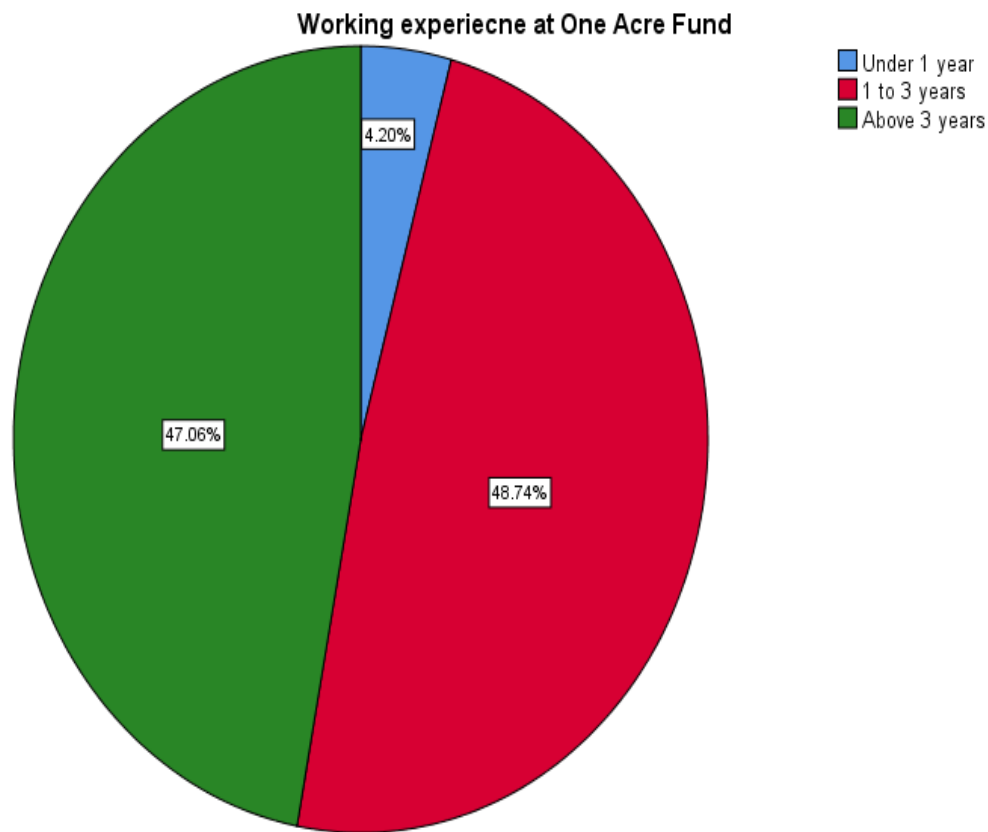


Figure 4. 5: Working experience

Source: Researcher, 2021

The figure 4.4 represents the working experience of the study respondents, the researcher asked the participants about the working experience they had with One Acre Fund to understand the time they have been with organization which helped to know their experience of the factors which influence the project success, the study revealed that 47.06% had more than 3 years of working experience at One Acre Fund, 48.74% had 1 to 3 years working experience while 4.20% had less than 1 years of working experience. As the main number of respondents had more than 1 years of working experience, this means that they know which factors which may influence the project success at One Acre Fund.

4.2 Presentation of Findings

This section presents findings based on the specific objectives of the study. This study was made up of three specific research objectives; therefore, the findings of the study will be discussed in this section as the specific objective was scheduled.

4.2.1 Findings on objective one: to assess the relationship between communication and project success at One Acre Fund Rwanda

The first specific objective of this study was to assess the relationship between communication and project success at One Acre Fund Rwanda. To provide the information, the respondents were asked to indicate their scale level on how they agree or disagree on the statement where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree. The results on the objective one were displayed in form of frequencies, percentages, means and standard deviation.

Table 4. 2: The effective communication

How do you agree about the effective communication in the organization?			
		Frequency	Percent
Valid	Neutral	8	6.7
	Agree	77	64.7
	Strongly agree	34	28.6
	Total	119	100.0

Source: Researcher, 2021

Table 4.2 indicates how the respondents think the effective communication in the organization can influence the project success, among the respondents, none who was disagree about that, 6.7% were not sure if effective communication can influence project success, 64.7% agreed while 28.6%

strongly agreed that the effective communication influence project success at One Acre Fund. This means that employees at One Acre Fund believe that the effective communication influence project success.

Table 4. 3: Communication at the right time

Is the communication done at the tight time?			
		Frequency	Percent
Valid	Disagree	2	1.7
	Neutral	2	1.7
	Agree	59	49.6
	Strongly agree	56	47.1
	Total	119	100.0

Source: Researcher, 2021

Table 4.3 shows that 1.7% of the respondents disagree that at One Acre Fund the communication is done at the right time, 1.7% also were neutral about the statement, 49.6% agreed that the communication is done at the right time at One Acre Fund while 47.1% strongly agreed that at One Acre Fund the communication is don at the right time, thus, the study revealed that at One Acre Fund the communication is done at the right which increase the project success.

Table 4. 4: Effective reporting chain

Is there the effective reporting chain in the organization?		Frequency	Percent
Valid	Agree	37	31.1
	Strongly agree	82	68.9
	Total	119	100.0

Source: Researcher, 2021

Table 4.4 shows how the respondents of the study believe on the effective reporting chain in the organization as the way of communication during the project implementation. All respondents agreed that there is an effective reporting chain at One Acre Fund where 31.1% agreed and 68.9% strongly agreed. This shows that at One Acre Fund there is a strong reporting chain which influences the project success.

Table 4. 5: Communication feedback

When the communication is done, does the feedback always available?		Frequency	Percent
Valid	Strongly disagree	1	.8
	Disagree	17	14.3
	Neutral	46	38.7
	Agree	28	23.5
	Strongly agree	27	22.7
	Total	119	100.0

Source: Researcher, 2021

Table 4.5 represents how the communication feedback at One Acre Fund is being well understandable by the employees, 1 respondent out of 119 respondents was strongly disagree about that they get feedback when they did a communication, 14.3% disagreed about the feedback, 38.7% were not sure if they always get feedback whenever they make a communication, 23.5% agreed and 22.7% were strongly agreed. This implies that One Acre Fund has to enhance the way of providing feedback because more than half were happy with the way of getting feedback whenever they make a communication in the organization.

Table 4. 6: The way someone can communicate his/her idea

Is there any way someone can communicate his/her idea?			
		Frequency	Percent
Valid	Disagree	2	1.7
	Neutral	12	10.1
	Agree	86	72.3
	Strongly agree	19	16.0
	Total	119	100.0

Source: Researcher, 2021

The above table 4.6 shows how the employees agree or disagree on how anyone in the organization can communicate his/her idea on how to improve the project success, 1.7% disagreed, 10.1% were not sure if they can communicate their ideas easily, 72.3% agreed while 16% strongly agreed that they can communicate their ideas. This means that at One Acre Fund, there is a way an employees can communicate his/her ideas, however, 12 employees among the respondents have never been tried to communicate their ideas.

Table 4. 7: The overall findings on objective one

		Statistics				
		The effective communication in the organization	Communication at the right time	The effective reporting chain in the organization	Communication feedback	How someone can communicate his/her idea
N	Valid	119	119	119	119	119
	Missing	0	0	0	0	0
Mean		4.22	4.42	4.69	3.53	4.03
Std. Deviation		.555	.617	.465	1.024	.574

Source: Researcher, 2021

The overall findings on the first specific objective of the study which was to assess the relationship between communication and project success at One Acre Fund indicated that out of the 119 respondents, table 4.7 shows the average mean on the how they believe the relationship between communication and project success was 4.14 while the average standard deviation was 0.645.

This implies that the communication can influence the project success at 64.5% at One Acre Fund. However, the organization needs to enhance the way of providing the feedback.

4.2.2 Findings on objective two: to assess the relationship between planning and project success at One Acre Fund Rwanda

The second specific objective of this study was to assess the relationship between planning and project success at One Acre Fund Rwanda. To provide the information, the respondents were asked to indicate their scale level on how they agree or disagree on the statement where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree. The results on the objective one were displayed in form of frequencies, percentages, means and standard deviation.

Table 4. 8: Effective planning

Does the effective planning done in the organization?			
		Frequency	Percent
Valid	Neutral	68	57.1
	Agree	47	39.5
	Strongly agree	4	3.4
	Total	119	100.0

Source: Researcher, 2021

As table 4.8 shows, 57.1% of respondents were neutral about the effective planning at One Acre Fund, 39.5% agreed while 3.4% strongly agreed that there is effective planning at One Acre Fund, this means that most of the employees at One Acre Fund do not have the contribution while the organizational management is making the project planning, thus, it can be better when they have the role in project planning which can boost the project success.

Table 4. 9: How everyone understands planning

Do everyone in the organization understand the planning and how to achieve the planned objectives?			
		Frequency	Percent
Valid	Neutral	17	14.3
	Agree	67	56.3
	Strongly agree	35	29.4
	Total	119	100.0

Source: Researcher, 2021

Table 4.9 represents how the respondents think everyone in the organization understands the planning which help in project success during its implementation; 14.3% were neutral about what is planning, 56.3% agreed that they understands what is planning while 24.4% strongly agreed about that. This means that 85.7% agreed that they understand what is planning.

Table 4. 10: Clear way to measure the expected result

Is there any way to measure the result of the project according to the planned expected result?			
		Frequency	Percent
Valid	Agree	39	32.8
	Strongly agree	80	67.2
	Total	119	100.0

Source: Researcher, 2021

Table 4.10 represents how at One Acre Fund there is a clear way of measuring the planned expected result during the project implementation, all employees agreed that the organizational has the clear way of measuring the expected result where 32.8% agreed and 67.8% strongly agreed that there is a clear way of measuring the planned expected result which boost the project success.

Table 4. 11: How the organization meet the expect result

Does the organization always meet the planned expected result in project?			
		Frequency	Percent
Valid	Strongly disagree	9	7.6
	Disagree	35	29.4
	Neutral	60	50.4
	Agree	15	12.6
	Total	119	100.0

Source: Researcher, 2021

Table 4.11 shows how the employees of One Acre Fund thinks that their organization always meet the expected result, 7.6% were strongly disagree, 29.4% disagreed that the organizational always meet the planned expected result, 50.4% were not neutral while 12.6%. This shows that employees were disagreed that the organizational do not always meet the planned expected result.

Table 4. 12: Project deadline

Does the project always meet the deadline accordingly?			
		Frequency	Percent
Valid	Disagree	3	2.5
	Neutral	24	20.2
	Agree	62	52.1
	Strongly agree	30	25.2
	Total	119	100.0

Source: Researcher, 2021

Table 4.12 shows the scale level on the employees agree or disagree on how the project meet the deadline at it was planned in planning phase of the project, 2.5% of respondents disagreed, 20.2% were not sure if the organizational project meet the deadline, 52.1% agreed while 25.2% strongly agreed that the project at One Acre Fund meet the deadline, however, most of the respondents who were not sure, are the one who had less than one year in the organization so they don't have the experience about project deadlines at One Acre Fund.

Table 4. 13: The overall findings on objective two

		Statistics				
		The effective planning in the organization	How everyone in the organization understand the planning	Clear way to way measure the expected result	The organization always meet the planned expected	The project deadline
N	Valid	119	119	119	119	119
	Missing	0	0	0	0	0
Mean		3.46	4.15	4.67	2.68	4.00
Std. Deviation		.564	.646	.471	.791	.748

Source: Researcher, 2021

Table 4.13 shows the overall findings on the second specific objective of the study which was to assess the relationship between planning and project success at One Acre Fund indicated that out of the 119 respondents, the average mean on the how they believe the relationship between planning and project success was 3.79 while the average standard deviation was 0.644.

This implies that the planning can influence the project success at 64.4% at One Acre Fund. However, the organization needs to improve on how it always meets the planned expected result and let the employee have the role in planning which will enhance the effective planning towards sustainable project success.

4.2.3 Findings on objective two: to assess the relationship between team member's skills and project success at One Acre Fund Rwanda

The third specific objective of this study was to assess the relationship between team member's skills and project success at One Acre Fund Rwanda. To provide the information, the respondents were asked to indicate their scale level on how they agree or disagree on the statement where 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree. The results on the objective one were displayed in form of frequencies, percentages, means and standard deviation.

Table 4. 14: Qualified workers

Do the organization has the qualified workers to enhance the project success?			
		Frequency	Percent
Valid	Agree	38	31.9
	Strongly agree	81	68.1
	Total	119	100.0

Source: Researcher, 2021

Table 4.14 represents how One Acre Fund has the qualified workers to enhance the project success, on this statement, all respondents agreed that One Acre Fund has the qualified workers with enough skills and experience to enhance project success where 31.9% agreed and 68.1% strongly agreed about the statement.

Table 4. 15: Employee training

Do the organization provides training on employees to help project success?			
		Frequency	Percent
Valid	Neutral	11	9.2
	Agree	84	70.6
	Strongly agree	24	20.2
	Total	119	100.0

Source: Researcher, 2021

Table 4.15 indicates the scale level of respondents on different trainings that One Acre Fund gives to their employees in order to increase the project success, 9.2% were neutral about the trainings, 70.6% agreed that they have received training on project management whine 20.2% strongly agreed about trainings to boost project success, thus, this means that at One Acre Fund, the employees received the trainings which helped them in project management which wards to project success.

Table 4. 16: Effective way to enhance innovation

Do the workers have way to enhance the innovation to promote project success ?			
		Frequency	Percent
Valid	Strongly disagree	13	10.9
	Disagree	20	16.8
	Neutral	35	29.4
	Agree	46	38.7
	Strongly agree	5	4.2
	Total	119	100.0

Source: Researcher, 2021

Table 4.16 shows how employees at One Acre Fund agree or disagree on the way to enhance innovation which brings to project success, 10.9% strongly disagreed that there is no way to enhance innovation, 16.8% disagreed, 29.4% were not sure while 38.7% agreed that there is a way and 4.2% strongly agreed that there is way of innovation. This revealed that at One Acre Fund, there is no way to enhance innovation which leads to project successful.

Table 4. 17: Clear expectation skills for each role

Do the organization provides the clear expectation skills for each role?			
		Frequency	Percent
Valid	Agree	65	54.6
	Strongly agree	54	45.4
	Total	119	100.0

Source: Researcher, 2021

Table 4.17 indicated that all respondents of the study agreed that at One Acre Fund there is clear skills and knowledge which is needed for each position or role to increase the project successes, 54.6% agreed while 45.4% strongly agreed. This means that at One Acre Fund everyone know what is expected for his/role.

Table 4. 18: the overall findings on objective three

Statistics					
		The qualified workers to enhance the project success	Employee training	Effective way to enhance the innovation	Clear expectation skills for each role
N	Valid	119	119	119	119
	Missing	0	0	0	0
Mean		4.68	4.11	3.08	4.45
Std. Deviation		.468	.533	1.078	.750

Source: Researcher, 2021

Table 4.18 represents the overall findings on the third specific objective of the study which was to assess the relationship between team member's skills and project success at One Acre Fund indicated that out of the 119 respondents, the average mean on the how they believe the relationship between team member's skills and project success was 4.08 while the average standard deviation was 0.707. This indicates that the team member's skills can influence the project success at 70.7% at One Acre Fund. However, the organization needs to improve on effective way to enhance innovation in its projects towards sustainable project success.

Table 4. 19: Correlation matrix

		Correlations				
		Communication	Planning	Expected result	Training	Innovation
Communication	Pearson Correlation	1	-.028	.114	-.110	.012
	Sig. (2-tailed)		.766	.217	.234	.901
	N	119	119	119	119	119
Planning	Pearson Correlation	-.028	1	-.222*	-.057	-.037
	Sig. (2-tailed)	.766		.015	.541	.693
	N	119	119	119	119	119
Expected result	Pearson Correlation	.114	-.222*	1	-.025	.155
	Sig. (2-tailed)	.217	.015		.788	.093
	N	119	119	119	119	119
Training	Pearson Correlation	-.110	-.057	-.025	1	.028
	Sig. (2-tailed)	.234	.541	.788		.762
	N	119	119	119	119	119
Innovation	Pearson Correlation	.012	-.037	.155	.028	1
	Sig. (2-tailed)	.901	.693	.093	.762	
	N	119	119	119	119	119

Correlation=

$$r_{xy} = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2 \sum(y_i - \bar{y})^2}}$$

*Correlation is significant at the **0.05** level (2-tailed).

Source: Researcher, 2021

Table 4.18 indicated that correlation matrix between the study variables, as the above table shows that there is a weak negative relationship between communication and planning at One Ace Fund which is -0.28 and weak negative relationship between communication and trainings which is -0.11, while there is a weak positive relationship between communication and expected result (0.114) and innovation (0.012).

The study also revealed that there is a positive relationship between expected result and communication (0.114) and innovation (0.115) while there is a negative correlation between expected result and training at One Acre Fund. The study also found that there is a positive relationship between innovation and expected result (0.115) as well as a weak positive relationship between innovation and training (0.028).

Overall, the study found that One Acre Fund has to increase the way to boost the project success because there a weak relationship between the study variable.

4.3 Hypothesis test

Table 4. 20: Hypothesis test of communication and project success

	One-Sample Test					
	Test Value = 80					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The effective communication in the organization	-1490.077	118	.000	-75.782	-75.88	-75.68
Communication at the right time	-1335.226	118	.000	-75.580	-75.69	-75.47
The effective reporting chain in the organization	-1767.413	118	.000	-75.311	-75.40	-75.23
Communication feedback	-814.924	118	.000	-76.471	-76.66	-76.28
How someone can communicate his/her idea	-1443.023	118	.000	-75.975	-76.08	-75.87

Source: Researcher, 2021

Table 4.20 shows that there is a significance influence between communication and project success at One Acre Fund, thus, the communication like effective communication in the organization, to communicate at the right time, effective reporting, having the feedback as well as the freedom to communicate the ideas can influence the project success of the mean under 80% at One Acre Fund.

Table 4. 21: Hypothesis test of planning and project success

One-Sample Test						
	Test Value = 80					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The effective planning in the organization	-1479.494	118	.000	-76.538	-76.64	-76.44
How everyone in the organization understand the planning	-1280.381	118	.000	-75.849	-75.97	-75.73
Clear way to way measure the expected result	-1743.274	118	.000	-75.328	-75.41	-75.24
The organization always meet the planned expected	-1066.060	118	.000	-77.319	-77.46	-77.18
The project deadline	-1108.552	118	.000	-76.000	-76.14	-75.86

Source: Researcher, 2021

Table 4.21 represent that there is a significance influence between planning and project success at One Acre Fund, thus, the communication like effective planning in the organization, understanding of planning in the organization, clear expected result, to meet the planned actions and the project deadline can influence the project success of the mean under 80% at One Acre Fund.

Table 4. 22: Hypothesis test of team member's skills and project success

One-Sample Test						
	Test Value = 80					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The qualified workers to enhance the project success	-1754.931	118	.000	-75.319	-75.40	-75.23
Employee training	-1551.901	118	.000	-75.891	-75.99	-75.79
Effective way to enhance the innovation	-778.248	118	.000	-76.916	-77.11	-76.72
Clear expectation skills for each role	-1648.341	118	.000	-75.546	-75.64	-75.46

Source: Researcher, 2021

Table 4.22 represents that there is a significance influence between team member's skills and project success at One Acre Fund, thus, the team member's skills like qualified workers, providing training to employees, enhancing innovation in the organization and clear expectation skills for each role can influence the project success of the mean under 80% at One Acre Fund.

CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATION

5.0 Introduction

The chapter presents summary of the study findings, the recommendations made by the researcher as well as the further suggestions. The presentation of the study findings was done based on the specific objectives of the study, thus, this helped in making an appropriate conclusion and recommendations regarding the factors that influence project success at One Acre Fund. The specific objectives of the study were:

- (i) To assess the relationship between communication and project success at One Acre Fund Rwanda
- (ii) To assess the relationship between planning and project success at One Acre Fund Rwanda
- (iii) To assess the relationship between team member's skills and project success at One Acre Fund Rwanda

5.1 Summary of findings

The study aimed to assess the factors that influence project success at One Acre Fund. The study respondents were One Acre Fund's employees and managers, the respondents were selected used random sampling method; all respondents participated in answering questionnaires which was made by two main parts, the first was the demographic of the respondents while the second parts were the scale rate questions which was structured based on research specific objective and they have all answer every question. The researcher distributed 119 questionnaires to the One Acre Fund.

The man research respondents were male where they were 52.9% while 47.06 were female were 47.1% (see figure 4.1), about the age of respondents, 20.17% of the respondents of the study were below 30 years old, 57.9% were in the range of 31 to 50 years old while 21.85% were above 50 years old (see figure 4.2). Many of the study participants hold a bachelor's degree where they were 60.5%, 31.09% hold a master's degree and 8.41% had a secondary diploma (see figure 4.3); the study revealed that 47.06% had more than 3 years of working experience at One Acre Fund, 48.74% had 1 to 3 years working experience while 4.20% had less than 1 years of working experience (see figure 4.4)

5.1.1 Findings on objective one: to assess the relationship between communication and project success at One Acre Fund Rwanda

The first specific objective of this study was to assess the relationship between communication and project success at One Acre Fund Rwanda. The study discovers that 6.7% were not sure if effective communication can influence project success, 64.7% agreed while 28.6% strongly agreed that the effective communication influence project success at One Acre Fund (see table 4.2); the findings also revealed that 1.7% of the respondents disagree that at One Acre Fund the communication is done at the right time, 1.7% also were neutral about the statement, 49.6% agreed that the communication is done at the right time and 47.1% strongly agreed that at One Acre Fund the communication is done at the right time (see figure 4.3).

The study discovered that at One Acre Fund, all respondents agreed that there is an effective reporting chain at One Acre Fund where 31.1% agreed and 68.9% strongly agreed (see table 4.4); at One Acre Fund also 14.3% disagreed about the feedback, 38.7% were not sure if they always get feedback whenever they make a communication, 23.5% agreed and 22.7% were strongly

agreed (see table 4.5) and finally, 10.1% were not sure if they can communicate their ideas easily, 72.3% agreed while 16% strongly agreed that they can communicate their ideas (see table 4.6).

The overall findings on objective one revealed that the average mean on the how they believe the relationship between communication and project success was 4.14 while the average standard deviation was 0.645 (64.5%). This implies that the communication can influence the project success at 64.5% at One Acre Fund (see table 4.7).

5.1.2 Findings on objective two: to assess the relationship between planning and project success at One Acre Fund Rwanda

The second specific objective of this study was to assess the relationship between planning and project success at One Acre Fund Rwanda. This study found that 57.1% of respondents were neutral about the effective planning at One Acre Fund, 39.5% agreed while 3.4% strongly agreed that there is effective planning at One Acre Fund (see table 4.8); about how the respondents think everyone in the organization understands the planning which help in project success during its implementation; 14.3% were neutral about what is planning, 56.3% agreed that they understands what is planning while 24.4% strongly agreed (see table 4.9), the study also indicated that all employees agreed that the organizational has the clear way of measuring the expected result where 32.8% agreed and 67.8% strongly agreed (see table 4.10).

The study also showed that 7.6% were strongly disagree disagreed that the organizational always meet the planned expected result, 29.4% disagreed, 50.4% were not neutral while 12.6% (see table 4.11), finally the study indicated that 2.5% of respondents disagreed that the organizational project meet the deadline, 20.2% were not sure, 52.1% agreed while 25.2% strongly agreed that the project at One Acre Fund meet the deadline (see table 4.12).

The overall findings on objective two was that the average mean on the how they believe the relationship between planning and project success was 3.79 while the average standard deviation was 0.644 (64.4%). This indicates that the planning can influence the project success at 64.4% at One Acre Fund (see table 4.13).

5.1.3 Findings on objective two: to assess the relationship between team member's skills and project success at One Acre Fund Rwanda

The last specific objective of this study was to assess the relationship between team member's skills and project success at One Acre Fund Rwanda. The study found that all respondents agreed that One Acre Fund has the qualified workers with enough skills and experience to enhance project success where 31.9% agreed and 68.1% strongly agreed about the statement (see table 4.14), the study findings also showed that 9.2% were neutral about the trainings at One Acre Fund, 70.6% agreed that they have received training on project management while 20.2% strongly agreed about trainings to boost project success at One Acre Fund (see table 4.15).

The study also revealed that 10.9% strongly disagreed that there is no way to enhance innovation, 16.8% disagreed, 29.4% were not sure while 38.7% agreed that there is a way and 4.2% strongly agreed that there is way of innovation (see table 4.16), finally the study also found that 54.6% agreed while 45.4% strongly agreed that at One Acre Fund everyone know what is expected from his/role (see table 4.17).

The overall findings on the relationship between team member's skills and project success at One Acre Fund Rwanda found that the average mean was 4.08 while the average standard deviation was 0.707 (70.7%). This indicates that the team member's skills can influence the project success at 70.7% at One Acre Fund Rwanda (see table 4.18)

5.2 Conclusion

The conclusion of this study was made based on the findings of the study objectives, as this research was done in an NGO called One Acre Fund which is based in Rwanda with the vision of combating global hunger and poverty through different projects which can help the farmer to be more prosperous.

As the main objective of the study was to assess the factors that influence project success at One Acre Fund Rwanda, the research findings concluded that it is better for every organization specifically on One Acre Fund to enhance the factors like communication, planning and team member's skills in order to achieve project success at the end of project; the organization has also to keep focusing on others factors which may influence the project success.

Finally, the study found that there is a meaningful relationship between project factors like communication, planning and team member skills on the influence of project success.

5.3 Recommendations

After the findings and discussion, the research recommend that the organization may set clear way to provide feedback to their employees which will help the to feel more part of the project success, the organization has also to improve on how it always meet the planned expected result and let the employee have the role in planning which will enhance the effective planning towards sustainable project success; finally, the researcher recommend the organization to enhance the innovation in the organization so that it can boost the project success in the future.

5.4 Suggestions for Further Studies

Based on the discussed findings, further research may be done on focusing on:

- i. The impact of employees on project success
- ii. The barriers of project implementation which may be faced at One Acre Fund

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