



GSJ: Volume 10, Issue 11, November 2022, Online: ISSN 2320-9186
www.globalscientificjournal.com

EFFECT OF AGILE PROJECT MANAGEMENT APPROACH ON PROJECT SUCCESS. A CASE OF MALARIA SOCIAL BEHAVIOR CHANGE COMMUNICATION PROJECT IN NYAMIRAMA SECTOR OF KAYONZA DISTRICT, RWANDA.

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ABSTRACT

The general objective of this study was to assess the effect of agile project management approach and project success. Specifically the study found out the effect of project capacity building on success of Malaria SBCC project at Nyamirama Sector, the effect of project monitoring on success of Malaria SBCC project at Nyamirama Sector and the effect of project mediating variables on success of Malaria SBCC project at Nyamirama Sector. The study population consisted of 30,648 (30,528 beneficiaries (people of Nyamirama sector based on 2012 Rwanda population census, 100 community health workers of Nyamirama Sector and 10 staff working in Nyamirama health center and 10 local leaders of Nyamirama sector and 10 SFH Rwanda staff working on the project), Kayonza District, Rwanda. For determining a sample-size, a Slovin's formula was used to calculate a sample-size out of the whole study. The formula resulted that the sample-size was 155 respondents. The researcher applied a stratified sampling-technique where sample-size of population in each sampling-frame selected to participate in the survey. A random sampling-technique required where it offers every member of population an equal chance of being included in the sample-size. Primary data collection involves using designed while secondary data was gotten via the existing documents in related field. During the procedure of collecting the data, the questionnaire required to find out the information needed. The statistical-package for social sciences (SPSS) software tool used for data analysis. The findings for overall high mean of 4.10 from heterogeneous of responses, p-value <0.05 and correlation coefficient of 0.813 indicated there is effect of project capacity building on success of Malaria SBCC project at Nyamirama Sector. The findings for overall high mean of 4.12 from heterogeneous of responses, p-value <0.05 and correlation coefficient of 0.805 indicated there is effect of project monitoring on success of Malaria SBCC project at Nyamirama Sector. The findings for overall high mean of 4.24 from heterogeneous of responses, p-value <0.05 and correlation coefficient of 0.667 indicated there is effect of project mediating variables on success of Malaria SBCC project at Nyamirama Sector. Regression analysis results which indicate the effect of project mediating variables, project monitoring and project capacity building on project success. The results as measured by R-square of 0.679 show that 67.9% of total variation on project success of Malaria SBCC Project at Nyamirama Sector can be explained by agile project management. It is essential that SFH Rwanda performs regular monitoring of its projects to verify that the goals of helping recipients improve their socioeconomic well-being are

met. Before entering into a partnership it is essential to do an analysis of the benefits and drawbacks offered by each particular organization.

Key words: Agile project management approach, capacity building, monitoring, mediating variables and project success

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INTRODUCTION

Despite most project managers spend most of their time thinking how to meet the projects objectives, most of these projects are not completed within the specified time. Just Numerous projects around the world keep failing, resulting in loss of millions of dollar for entities. This continuing challenge has commanded many professionals in project management to detect the critical factors that need to be addressed in order to create a successful project management outcome (Bojesson, 2015).

Damoah (2015) investigated the causes and effects of Project Failure in Government Projects in Developing Countries. Kostalova & Tetreanova (2014) assessed project Management and its Tools in Practice in the Czech Republic. Studies revealed that Project Managers should now that project failure is failing in one or more of the four criteria of project failure: Not delivering when it was scheduled, not completing project at the expected cost (budget), not delivering all the functionality that was anticipated (scope) and not delivering the functionality with the estimated quality. Projects are widely recognized nowadays by Governments and non-governments institutions.

Findings by Ameh and Ogundare (2018) revealed that between 50% and 70% of projects in Kenya encountered some form of delay due to lapses in reliability and unsuccessful response to unexpected proceedings. In Rwanda, projects fail because of project delay, cost overruns and poor planning, 65% of public projects which were implemented between 2009 -2012 were delayed while 5.2 % of these projects faced cost overruns due to poor planning (Amandin & Kule, 2016).

Gahigana (2019) assessed determinants of project management success in Rwanda, evidence from sur'eau project of Society for Family Health Rwanda. The results revealed that poor communication from SHF staff, water smells which is not good, chemical used created the insect and cost drive the failing of the sur'eau project. This study suggests to stakeholders to set a policy that should pay attention to communication and cost of the sur'eau product.

Number of studies have been conducted globally, regional and local about project management approach and project success but none of them has focused on agile project management approach in Rwanda especially in SFH -Rwanda, there is a gap of the data in Rwanda related to effect of APM and project-success reason why this research focuses on identifying the effect of APM approach and project success in SFH-Rwanda, on Malaria SBCC project at Nyamirama Sector, Kayonza District.

General Objective of the Study

The general objective of this study is to assess the effect of agile project management approach on success of Malaria SBCC project at Nyamirama Sector.

Objectives of the Study

- i. To find out the effect of project capacity building on success of Malaria SBCC project at Nyamirama Sector.
- ii. To assess the effect of project monitoring on success of Malaria SBCC project at Nyamirama Sector.
- iii. To find out the role of project mediating variables on success of Malaria SBCC project at Nyamirama Sector.

Hypotheses

H₀: There is no significant effect of agile project management approach on success of Malaria SBCC project at Nyamirama Sector.

H₀₁: There is no significant effect of project capacity building on success of Malaria SBCC project at Nyamirama Sector.

H₀₂: There is no significant effect of project monitoring on success of Malaria SBCC project at Nyamirama Sector.

H₀₃: There is no significant role of project mediating variables on success of Malaria SBCC project at Nyamirama Sector.

LITERATURE REVIEW

This chapter provides the other literature related to the APM approach and project success. In addition, it emphasizes on the variables that assess the APM approach and success.

Empirical Review

The section below describe numerous studies conducted on Project capacity building and Project success, Project monitoring and Project-success, Project mediating variables and project success.

Project capacity building and Project success

According Obadia (2018), a project success implementation comprises organization of the corporation's capacity building of the staff to achieve goals. Effective implementation is about working together and sharing information with each other. The cost-of plan and its potential contributions contain growing productivity, increasing profits, and improving service or product quality. They noted that it can be much easier to think of a good plan than it is to implement it as much-of the shortcomings in the strategy area is attributable to failures in the execution-process rather than in the formulation of strategy itself.

Project capacity building is often connected with well planned projects, defined content, carried-out in agreement with programmed rules. The initial idea behind the capacity building is that programs are comparatively simple, expectable and linear, with well-defined content, permitting for comprehensive planning and monitoring without too much change. In order to follow the basic comprehensive plan and accomplish the project on planned period, within the predefined timetable, budget and scope. In project capacity building, a formal process is followed based on classifying activities and recognizing appropriate arrangements, structure a network illustration with the related critical path and planning the period of activities, (Zasa et al, 2021).

Well project capacity building is a fundamental to achievement on a project goal. Hence, deeper understanding of effect of cost planning is more significant to diminish production project delays. It is an object that donates to the achievement of project activities, project period and budget are directly dependent on the accessibility of funds. Every action is distributed with a particular funds and must be accomplished within the limited period, then it may undesirably affect the whole plan of the project. As a result, it is necessary to plan the efficient use of energy for a project-activity in order-to ensures its accomplishment (Irugal, 2020).

Project monitoring and Project-success

According to Jetu and Riedl, (2013), there's a need of effective Monitoring of program as this is increasingly considered as crucial tool of both projects and portfolio management. This recognized the need to enhance the performance of development assistance and calls for concentration to the providing of management information, both to anchor the execution of projects and programs and to feed back into the innovativeness of new initiatives.

Jetu and Riedl (2013) further asserts that monitoring also delivers a basis for accountability in the use of development resources. Thus, there are examples of development projects with indications that they have systems in place that sustain learning from experience at all phases of the project cycle, monitoring systems can reinforce project design and implementation and inspire partnership with project stakeholders; the reason is that it can affect sector assistance strategy. Pertinent analysis from project and policy evaluation can highpoint the results of preceding interventions, investigate the strengths and weaknesses of their implementation, and enhance the project design; application of project's design tools, such as the logical framework; leads to systematic assortment of indicators for project-success monitoring.

There exist two types of Monitoring: implementation monitoring and result based monitoring. These two are essential in following up results. Implementation monitoring tracks the methods and the strategies used to accomplish a set outcome. In any project though, these tools and Strategies are reinforced by application of the Management tools, including: budgetary resources, staffing, and activity planning. Result based monitoring system on the contrary focuses on the organization; on achieving the results or objectives and controls each and every indicator (Kariungi, 2014).

Monitoring is important as a way to make sure you're focusing on the right goals or progress; Monitoring assists those involved with any type of project to determine if progress desired is being attained. In controlling if progress desired is being accomplished, in other words, is the project meeting its targets, Monitoring is also useful for asking, the right goals and targets (Muyuka, 2016).

A firm or non-profit partnership or a project-organization may all benefit from Monitoring if they are the group responsible for initiating the program. A project leader may discover out why it's functioning and what isn't by monitoring the project's-progress versus defined goals; after this, he or she can identify the necessary modifications to be put to the program; this in allows the program's structure to enhance the current status quo (Alotaibi, 2011).

With every program, different stakeholders may be kept updated by using tracking and reporting-methods like monitoring. As a consequence of these outcomes, the communit- development activities can be explained internally and the capital investment may be clearly communicated to managers and stakeholders Monitoring findings may reveal a project's dedication to and expertise in community development outside, helping to maintain the program's public permit to carry out the operations (Hassan, 2013).

Project mediating variables and project success

According to Algeo, (2014), the project mediating is regularly mentioned to as a provisional organization where community interfaces happen to provide projects. The object of a project is to provide a particular result that solves the problem for a customer within a specified timeframe. According to (Shonubi, 2016), the effective communication is very fundamental in team of employee's activities to project, therefore it is because all we do, we need to communicate each other. Employee's collaboration with each other in project activities is a result of communication. Communication is the crucial around that worker life circles.

Adeleke, Ahmed & Ahmad (2016) mentioned that rules and regulations as a possible moderator of the interaction between institutional internally and externally elements and efficient project risk evaluation in Nigerian construction companies. The results gave contractors and construction industry stakeholders a better understanding of the importance of institutional internally and externally elements, as well as good risk management with legal requirements.

Akanni, Oke, & Akpomemie (2014) in their study on elements that affect the performance of construction projects in Delta State, Nigeria. By establishing standard requirements for organizational conformances, rules and regulations are expected to enhance the utilization of organizational internal and external elements. This necessitates the implementation of legislation and policies that will ensure that construction businesses are fully engaged in risk management.

Fitria & Harris (2017) assessed the lack of understanding about the connection between government policies and projects drives the strategic management viewpoint on the influence of government policies on project performance. Findings highlight the need of strategically managing project activities in order to accomplish business performance goals. Project management literature will benefit from the findings, which will fill a knowledge vacuum on the connection between government policies and projects.

Eman & Mashael (2020) in their study, the importance of policies in project management was examined as one of the most critical aspects of success in project management. The findings of this study shed light on the need of implementing regulations throughout the life cycle of a project. Most critical aspects of the project management policy, as well as its life cycle phases. An online questionnaire and an interview were utilized to gather primary data, according to the study. A total of 181 replies were analyzed statistically. All stages of project management must adhere to these rules, it is emphasized.

Theoretical Framework

The main theory underlying this study are the knowledge based theory, theory of constraints knowledge and goal setting theory.

Knowledge Based Theory

The knowledge-based theory of the corporation skills are crucial as the most important strategic resource of the firm. Because of the difficulty in replicating and social complexity of knowledge-based resources, proponents of this theory say that the varied knowledge bases and skills of organizations are the key determinants of sustained competitive advantage and better corporate success (Edmonds, 2015).

Organizational culture and identity, rules, routines, documents and systems, and personnel are all examples of how this knowledge is ingrained and transmitted. As outlined by the "knowledge-based approach," an organization's human resource skills are largely determined by the type of training it provides its personnel. Having a large number of highly educated and trained staff members is critical to a company's capacity to meet its goals in terms of skilled Workforce. (Jetu & Riedl, 2018)

The study thus will use this theory to establish how an project focus on capacity building in order to staff with knowledge that helps them to support effective implementation of projects to facilitate project success. The Knowledge-Based Theory strategy of building human capital through training is largely applicable in SFH-Rwanda Project.

Theory of Constraints Knowledge

Theory of Constraints Knowledge is derived in large part from a restriction that prevents the structure and system from achieving its primary objectives and goals. Checks and balances are recognized, and resources are channeled to certain identified constraints. The theory concludes by making necessary changes and adjustments in order to strengthen the constraints' able to survive external influences. According to this new perspective on managing projects, any system that can be controlled is constrained in some way from achieving additional goals beyond those of the system's primary purpose.

According to (Eliyahu, 2018), there are a number of steps that must be taken in order to guarantee that a project's primary purpose is accomplished. To ensure that the current restrictions are never overly stressed, it can also be seen that cushions and buffers should be put strategically before them. This theory is related to the monitoring process in this study because project teams as a whole have a high need for achievement and service delivery through the completion of projects. They are also more likely than those who have a low need for achievement to engage in tasks or errands that have a particularly high level of individual responsibility for performance outcomes, necessitating a reasonable degree of skill and effort on the part of the individual project managers.

Goal setting theory

Goal setting theory was developed in the early 1970s as a process-based approach. According to the theory's underlying tenets, setting a specific goal might motivate people to work harder. An organization's success is likely to be enhanced if it sets goals that are specific and hard, as opposed to vague and vague goals. The mere act of deciding on a goal can elicit strong feelings of motivation and drive. The achievement of a goal ultimately brings happiness, but unaccomplished goals are likely to lead to dissatisfaction and emotional discomfort for stakeholders (Lunenburg, 2011).

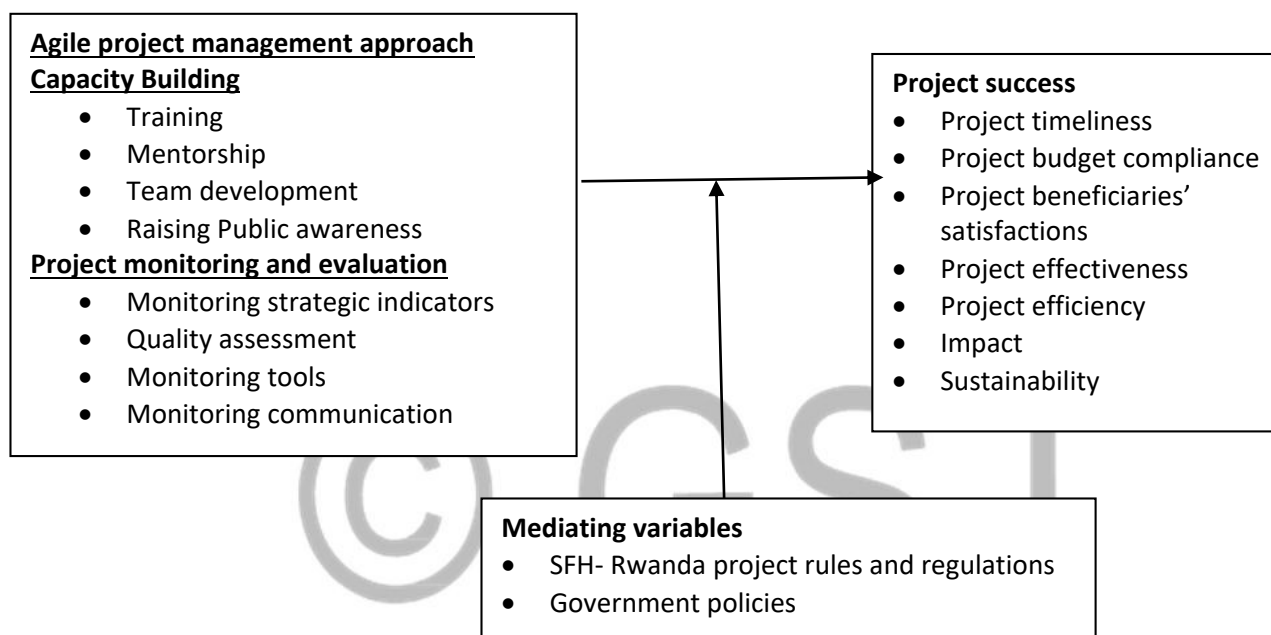
Goal setting theory is later included into a longitudinal high performance cycle (HPC) by Latham and Locke, providing a framework for a more full understanding of motivation. This theory holds, according to HPC, that an employee's commitment to a company is influenced by his or her level of job satisfaction and performance. Low levels of job satisfaction correspond to lower levels of organizational commitment among employees. Having high levels of work satisfaction leads to increased organizational commitment, which in turn leads to higher goals, demonstrating the HPC's cyclical nature (Borgogni & Dello, 2012).

Conceptual Framework

Figure 2. 1 Conceptual Framework

**Agile project Management
Independent Variables**

**Project Success
Dependent Variables**



Source: The researcher's conceptualization

This research assess the effect of agile project management approach and project success. The researcher assess how capacity building, project monitoring and mediating variables as agile project management approach affect project success in SFH-Rwanda, on Malaria SBCC project at Nyamirama Sector, Kayonza District.

RESEARCH METHODOLOGY

This section presents the methods used in research; research design, the study population, sampling techniques, data collection methods and instruments, data processing and analysis, limitations and ethical considerations.

Research Design

For this study, descriptive and correlation analysis used. To investigate one or more variables, a descriptive research design employed a wide range of research methods. This method is appropriate for this study because it described project capacity building, project monitoring, project mediating variables, and the success of the SFH-Rwanda project in Nyamirama Sector, Kayonza District. A descriptive study also used to describe participant demographic information. A correlational analysis was performed. The researcher was able to investigate the relationship between agile project management and project success through a correlation study.

Target Population

The study population consisted of 30,648. Beneficiaries of SFH were 30,528 beneficiaries, 100 community health workers of Nyamirama Sector and 10 staff working in Nyamirama health center and 10 local leaders of Nyamirama sector, Kayonza District, Rwanda.

Sample Size and sampling technique

For determining a sample-size, a Slovin's formula was used to calculate a sample-size out of the whole

$$\text{study-population. } n = \frac{N}{1 + N(e)^2}, \quad n = \frac{30653}{1 + 30653(0.08)^2} \quad n = \frac{30653}{197.1792} \quad n = 155$$

Where N= Study population, n= Sample-size with the confidence level of 92% and error of 8%.

The formula resulted that the sample-size was 155 respondents

Table 1 Sample size selection table

Category of sample size	Sample-size	Technique of sample selection
Beneficiaries	127	Simple random-sampling
CHWs	21	Simple random-sampling
HC staff	3	Purposive sampling
Sector staff	2	Purposive sampling
Staff implementing project	2	Purposive sampling
Total	155	Respondents

Source: SFH - Rwanda in Nyamirama Sector, Kayonza district

A sampling did on project beneficiaries, community health workers of Nyamirama Sector and staff of Nyamirama health center and Nyamirama sector staff, Kayonza District, Rwanda wherein Simple random and purposive sampling technics used. The researcher applied a stratified sampling-technique where sample-size of population in each sampling-frame selected to participate in the survey. A random sampling-technique required where it offers every member of population an equal chance of being included in the sample-size.

Data Collection Tools

This research was both primary and secondary data. Primary data collection involves using designed questionnaire to distribute to project under study while secondary data was gotten via the existing documents in related field, publications, magazines, internet, reports, and literature of the other researchers, and for the intention of finishing the study by a good outcome. During the procedure of collecting the data, the questionnaire, interview, observation and focus group discussion required to find out the information needed.

Questionnaire

According to Dominguez and Hollstein (2014) define questionnaire as a list of questions generally mailed or handed to the respondents and filled in by them with no help to the interviewer. A structured questionnaire comprised by the questions which are addressed to the respondents. The questions enabled the participants-to point on the study objectives. The questions were very clear structured, respondents gave the standard different responses that required to balance their feelings in agile-project management-approach and project-success.

Interview

Archibald *et al.* (2015) define an interview as the soliciting of information by the interviewer from the interviewee. It is appropriate in studying attitudes, values, beliefs and motives of respondents. The surveyor and the surveyed are free during the interview clarifying.

The structured interview used to collect data. The same questions like of questionnaire used. Same respondents for example the ones of project staff and others who are not able to fill the structured questionnaire interviewed for data collection. Key informant interviews are qualitative in-depth interviews with participants who know what's going on. For this study, the goal of key informant interviews is to gather information from a diverse range of individuals including Beneficiaries, CHWs, HC staff, Sector staff and Staff implementing project.

Documentary

According to Schwab (2014) noted that documentation is the analysis of data that exist in boxes, in some enterprise's basements or hidden in the core of a computer. Documentary method is a technique applied to investigate, identify, categorize and interpret the challenges of physical sources. Some of them are communication, personal identification and financial records. In this study, researcher used the computer files, statistical records and if available the published documents for data collection.

Observation

Babbie (2010) stated that Observation method of collection of data includes seeing respondents in habit station or place at a specific hour and day when the respondents are in different places. Researcher went to the field where the participants are at different places and make observation all necessary with permission and greed time.

Data Analysis

During data analysis, the quantitative-method required where the frequencies and percentages considered for interpreting, presenting and discussing the data. The inferential-statistics specifically correlation-analysis pertained for data-analysis. The statistical-package for social sciences (SPSS) software tool needed for data-analysis.

Descriptive analysis

Mean was evaluated based on the following intervals and equivalences: From 1.0-1.80 is Very low mean and the fact is not apparent, From 1.81-2.60 this shows that there is a low mean and the fact appears less; 2.61-3.40 this means that there is true at some extent, 3.41-4.20 this indicates that there is a high mean and the fact appears more; 4.21-5.0 this shows that there is very high mean and strong evidence of the existence of the fact.

Standard deviation indicated how close the data is to the mean. If the standard deviation was great than 0.5 it was concluded that responses had heterogeneity and if standard deviation is less than or equal to 0.5 the responses are homogeneity.

Correlation and regression analysis

Pearson correlation coefficient used to measure the extent to which, as one variable increases, the other variable tends to increase, without requiring that increase to be represented by a linear relationship.

The multiple-linear regression-analysis applied, the following formula used

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: Y = Project success of Malaria SBCC Project

β_i ; $i = \{1, 2, 3\}$ = The coefficients representing predictors variables.

β_0 = The Y intercept

X_i ; $i = \{1, 2, 3\}$ = Values-of the various independent (Covariates) variables

ϵ = the error term which is assumed to be normally distributed with mean zero and constant variance,

X_1 = Project capacity building, X_2 = Project monitoring, X_3 = Project mediating variables.

DATA INTERPRETATION, ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS

The study presents, analyzes, and interprets the findings regarding the identification of respondents and specific objectives, such as analyze the effect of project capacity building on success of Malaria SBCC project at Nyamirama Sector, assess the effect of project monitoring on success of Malaria SBCC project at Nyamirama Sector and find out the role of project mediating variables on success of Malaria SBCC project at Nyamirama Sector. To complement the results, quantitative analysis was also employed. All 155 surveys issued to respondents were completed and returned, indicating that 100% of the questionnaires distributed were responded to, collected and none went missing. The findings were reported in descriptive statistics using frequencies, percentages, mean and standard deviation. The researcher then conducted a correlation and regression test to determine the associations between variables.

**Table 2: Project capacity building of Malaria SBCC project
n=155**

Project capacity building	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Standard deviation
Project has the efficiency amount that is proportionate with the plan project put in activities	64 41.3	61 39.4	14 9.0	12 7.7	4 2.6	4.09	1.02
The budget capacity of project is successfully appropriate to achieve on the goals.	59 38.1	69 44.5	10 6.5	13 8.4	4 2.6	4.07	1.00
Stakeholder's participation in budget and benefits structure motives to say working with my current employer	62 40.0	56 36.1	21 13.5	12 7.7	4 2.6	4.03	1.04
Project gives the required wants to win the duties, that why I am happy to stay with success in project	53 34.2	77 49.7	6 3.6	16 10.3	3 1.9	4.03	0.98
The financing for the key operations has been obtained and participants are leading management and decision making	99 63.9	24 15.5	15 9.7	15 9.7	2 1.3	4.30	1.07
Overall mean						4.10	

Source : Field data, September 2022

The results in Table 2 shows viewpoints of respondents on capacity building of Malaria SBCC project in at Nyamirama Sector; the findings indicate that huge number of respondents 41.3% strongly agree and 39.4% agree that project has the efficiency amount that is proportionate with the plan project put in activities thus 9.0% of respondents undecided, 7.7% disagree besides 2.6% strongly disagree. Mean of 4.09 and standard deviation of 1.02 is evidence on the fact with heterogeneous of responses.

Some of respondents 38.1% strongly agree with 44.5% agree that the budget capacity of project is successfully appropriate to achieve on the achievement thus 6.5% undecided, 8.4% disagree and strongly disagree. Mean of 4.07 and standard deviation of 1.00 is evidence on the fact with heterogeneous of responses.

Significant of respondents 40.0% strongly with 36.1% agree that stakeholder's participation in budget and benefits structure motivates motives to say working with my current employer thus 13.5% undecided, 7.7% disagree and 2.6% strongly disagree. Mean of 4.03 and standard deviation of 1.04 is evidence on the fact with heterogeneous of responses.

Majority of respondents 34.2% strongly agree with 49.7% agree that project gives the required wants to win the duties, that why I am happy to stay with success in project thus 3.6% undecided, 10.3% disagree and 1.9% strongly disagree. Mean of 4.03 and standard deviation of 0.98 is evidence on the fact with heterogeneous of responses.

Almost of respondents 63.9% strongly and 15.5% agree that the financing for the key operations has been obtained and participants are leading management and decision making thus 9.7% undecided and disagree besides 1.3% strongly disagree. Mean of 4.30 and standard deviation of 1.07 is evidence on the fact with heterogeneous of responses.

One of interviewee says that *“Through project capacity building my partner and I learned something new from the experience, this is the premise behind capacity building methods to project management. Together with my collaborative partners learn to work more efficiently and politely together to solve existing issues”*.

In a manner comparable to Lampert (2015) stated that capacity building is the process on enhancing an entity’s functional areas, problem-solving qualities, goal-setting skills and overall awareness of and responsiveness to its development needs over the long term.

Based on majority of respondents and overall high mean of 4.10 from heterogeneous of responses indicated that there is effect of project capacity building on success of Malaria SBCC project at Nyamirama Sector as project has the efficiency amount that is proportionate with the plan project put in activities, the budget capacity of project is successfully appropriate to achieve on the achievement, investor’s participation in budget and benefits structure motivates motives to say working with my current employer, Project gives the required wants to win the duties and participants are happy to stay with success in project and the financing for the key operations has been obtained and participants are leading management and decision making.

Table 3: Project monitoring of Malaria SBCC project

n=155

Project monitoring	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Standard deviation
	The project’s monitoring scope promote the project success	86 55.5	30 19.4	9 5.8	21 13.5	9 5.8	4.05
Applying monitoring activities in relation of project implementation has encourages to successfully execute the daily works	64 41.3	54 34.8	16 10.3	11 7.1	10 6.5	3.97	1.17
The monitoring reports help to guide in decision making to word project success	59 38.1	61 39.4	21 13.5	3 1.9	11 7.1	3.99	1.11
Supervision of activities progress over a period of time and conditions influenced the project success	100 64.5	38 24.5	5 3.2	8 5.2	4 2.6	4.43	0.98
Monitoring is critical to this project as it helped project leaders make better choices based on the information obtained	85 54.8	38 24.5	18 11.6	6 3.9	8 5.2	4.20	1.11
Overall mean						4.12	

Source : Field data, September 2022

The results in Table 3 shows viewpoints of respondents on project monitoring of Malaria SBCC Project at Nyamirama Sector; the findings indicate that huge number of respondents 55.5% strongly agree and 19.4% agree that the project's monitoring scope promote the project success thus 5.8% of respondents undecided, 13.5% disagree besides 5.8% strongly disagree. The fact that the mean is 4.05 and the standard deviation is 1.29 is proof of the fact that the responses are heterogeneous.

Some of respondents 41.3% strongly agree with 34.8% agree that applying monitoring activities in relation of project implementation has encourages to successfully execute the daily works thus 10.3% undecided, 7.1% disagree and 6.5%strongly disagree. The fact that the mean is 3.97 and the standard deviation is 1.17 is proof of the fact that the responses are heterogeneous.

Significant of respondents 38.1% strongly with 39.4% agree that the monitoring reports help to guide in decision making to word project success thus 13.5% undecided, 1.9% disagree and 7.1% strongly disagree. The fact that the mean is 3.99 and the standard deviation is 1.11 is proof of the fact that the responses are heterogeneous.

Majority of respondents 64.5% strongly agree with 24.5% agree that supervision of activities progress over a period of time and conditions influenced the project success thus 3.2% undecided, 5.2% disagree and 2.6% strongly disagree. The fact that the mean is 4.43 and the standard deviation is 0.98 is strong proof of the fact that the responses are heterogeneous.

Almost of respondents 54.8% strongly and 24.5% agree that monitoring is critical to this project as it helped project leaders make better choices based on the information obtained thus 11.6% undecided and 3.9%disagree besides 5.2% strongly disagree. The fact that the mean is 4.20 and the standard deviation is 1.11 is proof of the fact that the responses are heterogeneous.

One of interviewee narrated that *“ During monitoring SFH-Rwanda keep everyone in the know by tracking, analyzing and reporting progress on the project. Stakeholders have more opportunities to participate in the project since more information is readily accessible to them. Organization in today's age of readily accessible data must maintain absolute transparency”*.

In the same way as Jetu and Riedl (2013) there is a need of effective monitoring of program as this is increasingly considered as crucial tool of both projects and portfolio management. This recognized the need to enhance the performance of development assistance and calls for concentration to the providing of management information, both to anchor the execution of projects and programs and to feed back into the innovativeness of new initiatives.

Based on majority of respondents and overall high mean of 4.12 from heterogeneous of responses indicated that there is effect of project monitoring on success of Malaria SBCC project in at Nyamirama Sector as the project's monitoring scope promote the project success, applying monitoring activities in relation of project implementation has encourages to successfully execute the daily works, the monitoring reports help to guide in decision making to word project performance, supervision of activities progress over a period of time and conditions influenced the project performance and monitoring is critical to this project as it helped project leaders make better choices based on the information obtained.

Table 4: Project moderating variables

n=155

Project moderating variables						Mean	Standard deviation
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree		
Project successes well because project encourages employees to be good in community	98 63.2	44 28.4	2 1.3	5 3.2	6 3.9	4.43	0.96
Access to work related environmental culture is key to give good service	64 41.3	66 42.6	17 11.0	2 1.3	6 3.9	4.16	0.94
Sharing information with customers and dissemination of information improve project success	70 45.2	69 44.5	9 5.8	4 2.6	3 1.9	4.28	0.84
I effectively communicate with external customers	75 48.4	54 34.8	8 5.2	2 1.3	16 10.3	4.09	1.23
Rules and policies have an impact on all the project choices and actions	89 57.4	43 27.7	8 5.2	4 2.6	11 7.1	4.25	1.14
Overall mean						4.24	

Source : Field data, September 2022

The results in Table 4 shows viewpoints of respondents on project moderating variables of Malaria SBCC Project at Nyamirama Sector; the findings indicate that huge number of respondents 63.2% strongly agree and 28.4% agree that project successes well because project encourages employees to be good in community thus 1.3% of respondents undecided, 3.2% disagree besides 3.9% strongly disagree. The fact that the mean is 4.43 and the standard deviation is 0.96 is a strong evidence of the fact from heterogeneous of responses.

Some of respondents 41.3% strongly agree with 42.6% agree that access to work related environmental culture is key to give good service thus 11.0% undecided, 1.3% disagree and 3.9% strongly disagree. The fact that the mean is 4.16 and the standard deviation is 0.94 is an evidence of the fact from heterogeneous of responses.

Significant of respondents 45.2% strongly with 44.5% agree that sharing information with customers and dissemination of information improve project success thus 5.8% undecided, 2.6% disagree and 1.9% strongly disagree. The fact that the mean is 4.28 and the standard deviation is 0.84 is a strong evidence of the fact from heterogeneous of responses.

Majority of respondents 48.4% strongly agree with 34.8% agree that I effectively communicate with external customers thus 5.2% undecided, 1.3% disagree and 10.3% strongly disagree. The fact that the mean is 4.09 and the standard deviation is 1.23 is an evidence of the fact from heterogeneous of responses.

Almost of respondents 57.4% strongly and 27.7% agree that rules and policies have an impact on all the project choices and actions thus 5.2% undecided and 2.6% disagree besides 7.1% strongly disagree. The fact that the mean is 4.25 and the standard deviation is 1.14 is an evidence of the fact from heterogeneous of responses.

One of respondents said that “ *The success of the project is determined by a number of different elements and the ability to influence these aspects at the appropriate moment improves the likelihood of success much high*”.

In a manner comparable to Algeo (2014) who stated that the project mediating is regularly mentioned to as a provisional organization where community interfaces happen to provide projects. The object

of a project is to provide a particular result that solves the problem for a customer within a specified timeframe.

Based on majority of respondents and overall high mean of 4.24 from heterogeneous of responses indicated that there is effect of project moderating variables on success of Malaria SBCC project at Nyamirama Sector as project successes well because project encourages employees to be good in community, access to work related environmental culture is key to give good service, sharing information with customers and dissemination of information improve project success, effectively communicate with external customers, rules and policies have an impact on all the project choices and actions.

Table 5: Success of Malaria SBCC project

n=155

Project success	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean	Standard deviation
Because project has the cost effective in the agile project management, employees give an efficiency success in project	65 41.9	61 39.4	18 11.6	5 3.2	6 3.2	4.12	1.00
Employees follow and understand well the project schedule plan, that why they gave the high productivity in project	78 50.3	51 32.9	2 1.3	10 6.5	14 9.0	4.12	1.23
Because beneficiaries receive the quality services, this allow them to be satisfied	57 36.8	45 29.0	26 16.8	15 9.7	12 7.7	3.77	1.26
The scope, cost, duration and quality of this project have been determined to be efficient	17 11.0	121 78.1	11 7.1	2 1.3	4 2.6	3.93	0.68
The members of the project team are satisfied with both their roles and the outcome of the project	64 41.3	61 39.4	14 9.0	12 7.7	4 2.6	4.09	1.02
Overall mean						4.00	

Source : Field data, September 2022

The results in Table 5 shows viewpoints of respondents on project success of Malaria SBCC Project at Nyamirama Sector; the findings indicate that majority of respondents 41.9% strongly agree and 39.4% agree that because project has the cost effective in the agile project management, employees give an efficiency success in project thus 11.6% of respondents undecided, 3.2% disagree besides strongly disagree. Mean of 4.12 and standard deviation of 1.00 is evidence on the fact with heterogeneous of responses.

Some of respondents 50.3% strongly agree with 32.9% agree that employees follow and understand well the project schedule plan, that why they gave the high productivity in project thus 1.3% undecided, 6.5% disagree and 9.0% strongly disagree. Mean of 4.12 and standard deviation of 1.23 is evidence on the fact with heterogeneous of responses.

Significant of respondents 36.8% strongly with 29.0% agree that because beneficiaries receive the quality services, this allow them to be satisfied thus 16.8% undecided, 9.7% disagree and 7.7% strongly disagree. Mean of 3.77 and standard deviation of 1.26 is evidence on the fact with heterogeneous of responses.

Majority of respondents 11.0% strongly agree with 78.1% agree that the scope, cost, duration and quality of this project have been determined to be efficient thus 7.1% undecided, 1.3% disagree and 2.6% strongly disagree. Mean of 3.93 and standard deviation of 0.68 is evidence on the fact with heterogeneous of responses.

Almost of respondents 41.3% strongly and 39.4% agree that the members of the project team are satisfied with both their roles and the outcome of the project thus 9.0% undecided and 7.7% disagree besides 2.6% strongly disagree. Mean of 4.09 and standard deviation of 1.02 is evidence on the fact with heterogeneous of responses. Project Management Institute (2017) defined project success as often gauged in terms of hard metrics like cost and schedule, while soft metrics like stakeholder-satisfaction are often overlooked. Product and project-quality, punctuality, budget compliance, and degree of customer-satisfaction are all considered success-metrics.

Based on majority of respondents and overall high mean of 4.00 from heterogeneous of responses indicated that there is success of Malaria SBCC project in at Nyamirama Sector as because project has the cost effective in the agile project management, employees give an efficiency success in project, employees follow and understand well the project schedule plan, that why they gave the high productivity in project, because beneficiaries receive the quality services, this allow them to be satisfied, the scope, cost, duration and quality of this project have been determined to be efficient and the members of the project team are satisfied with both their roles and the outcome of the project.

Table 6: Correlation matrix

		Project success	Project capacity building	Project monitoring	Project mediating variables
Project success	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	155			
Project capacity building	Pearson Correlation	.813**	1		
	Sig. (2-tailed)	.000			
	N	155	155		
Project monitoring	Pearson Correlation	.805**	.931**	1	
	Sig. (2-tailed)	.000	.000		
	N	155	155	155	
Project mediating variables	Pearson Correlation	.667**	.813**	.748**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	155	155	155	155

Source : Field data, September 2022

Table 6 indicates p value $0.007 < 0.05$ and correlation coefficient of 0.813 which show that there is a positive strong correlation between project capacity building and project success of Malaria SBCC project at Nyamirama Sector. In accordance with Obadia (2018), a project success implementation comprises organization of the corporation's capacity building of the staff to achieve goals. The findings indicate p value $0.001 < 0.05$ and correlation coefficient of 0.805 which show that there is a positive strong correlation between project monitoring and project success of Malaria SBCC project in at Nyamirama Sector. Table indicates p value $0.004 < 0.05$ and correlation coefficient of 0.667 which show that there is a positive strong correlation between project monitoring and project success of Malaria SBCC project in at Nyamirama Sector. Consistent with the findings of Adeleke, Ahmed & Ahmad (2016) mentioned that rules and regulations as a possible moderator of the interaction between institutional internally and externally elements and efficient project risk evaluation.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.679	.672	1.46092

a. Predictors: (Constant), Project mediating variables, Project monitoring, Project capacity building

Source : Field data, September 2022

Table 7 showed the regression analysis results which indicate the effect of project mediating variables, project monitoring and project capacity building on project success. The results as measured by R-square of 0.679 show that 67.9% of total variation on project success of Malaria SBCC Project at Nyamirama Sector can be explained by agile project management. The solution, has for many actors, been APM with its ability to react quickly and more accurate to customer and environmental needs, (Copola, 2020).

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	680.858	3	226.953	106.337	.000 ^b
	Residual	322.277	151	2.134		
	Total	1003.135	154			

a. Dependent Variable: Project success

b. Predictors: (Constant), Project mediating variables, Project monitoring, Project capacity building

Source: Field data, September 2022

Table 8 of ANOVA table shows that F= 106.337 and p<0.05 which is set as the standard significance level. This means that the researcher can reject null hypothesis: There is no significant effect of agile project management approach on success of Malaria SBCC project at Nyamirama Sector.

Table 9: Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.828	2.741		.667	.506
	Project capacity building	.346	.110	.452	3.132	.002
	Project monitoring	.358	.125	.363	2.865	.005
	Project moderating variables	.069	.195	.028	.352	.025

a. Dependent Variable: Project success

Source : Field data, September 2022

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: Y = Project success of Malaria SBCC project, β_i ; $i=\{1, 2, 3\}$ = The coefficients representing predictors variables. β_0 = The Y intercept, X_i ; $i=\{1, 2, 3\}$ = Values-of the various independent (Covariates) variables. ϵ = the error term which is assumed to be normally distributed with mean zero and constant variance, X_1 = Project capacity building, X_2 = Project monitoring, X_3 = Project mediating variables.

Table 9 on regression equation shows that success of project always depended on a constant factor of 1.828 regardless of the existence of other determinants. The other variables explain that; every unit increase in project capacity building increased success of Malaria SBCC project in at Nyamirama Sector by a factor of 0.346. Every unit increase in project monitoring increased success of Malaria SBCC project in at Nyamirama Sector by a factor of 0.358. Every unit increase in Project moderating variables increased success of Malaria SBCC project in at Nyamirama Sector by a factor of 0.069.

It showed that Project capacity building ($p=0.002<0.05$), Project monitoring ($p=0.005<0.05$) and Project mediating variables ($0.025<0.05$) are statistically significant to increase success of Malaria SBCC project. Hereby, researcher rejected the hypothesis (**Ho₁**) stated that there is no significant

effect of project capacity building on success of Malaria SBCC project at Nyamirama Sector. The second hypothesis (**Ho₂**): There is no significant effect of project monitoring on success of Malaria SBCC project at Nyamirama Sector was rejected. Also the researcher rejected the third hypotheses (**Ho₃**) stated that there is no significant role of project mediating variables on success of Malaria SBCC project at Nyamirama Sector.

CONCLUSION

Based on research findings, the researcher rejected the first null hypothesis: there is no significant effect of project capacity building on success of Malaria SBCC project at Nyamirama Sector and pursue the alternative hypothesis. Researcher rejected the second null hypothesis: there is no significant effect of project monitoring on success of Malaria SBCC project at Nyamirama Sector and pursue the alternative hypothesis. Also, the third hypothesis stated that there is no significant role of project mediating variables on success of Malaria SBCC project at Nyamirama Sector was rejected.

Recommendations

SFH Rwanda should keep looking for new donors to help them extend their approach to support a large number of individuals in the community, which is a smart method for assisting the poor and allowing them to take part in the socioeconomic development of their families and the area in which they live.

The government is encouraged to conduct additional research into the problems affecting the development project in question, with the goal of eliminating or significantly reducing those problems once and for all.

Suggestions for further researchers

As a result of this investigation, it was determined that more studies have to be conducted, if at all feasible, including the following: the effect of monitoring and evaluation on project performance of Local Non Governmental Organizations in Rwanda and the effect of project planning practices on performance of project in Rwanda.

ACKNOWLEDGEMENT

This work would not have been possible without the support from many people who played a role towards its completion. Firstly, my sincere appreciation goes to the Almighty God who gave me strength and health and made everything materialize along my academic journey.

Secondly, I thank the staff and lecturers of the University of Kigali, for all they have done. Special thanks to my supervisor Dr. Dushimimana Jean de Dieu for his advice, guidance, counsel, support and willingness to share his insight and wisdom during this project.

I would like to thank the staff of Kayonza District and those of SFH-Rwanda, on Malaria SBCC project for their assistance in data collection related to this research. I also extend my gratitude to the key respondents who provided the required information for completing my thesis. I finally thank my friends and classmates whose moral support was of paramount importance.

Thank you very much, may God bless you all!

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