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AN INVESTIGATION ON PROJECT MANAGEMENT PRACTICES AND PERFORMANCE OF WOMEN IN AGRICULTURAL PROJECTS IN BUNGWE SECTOR, BURERA DISTRICT, RWANDA (2015-2019)

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KeyWord

Project Communication -Project Communication is a vital module to the achievement of activity. It includes an advancement and supports in leadership to work together for the best results. It offers a suitable spot check or responsibilities to be additional to the project activity, **Project Implementation**-This is a stage whereby dreams and strategies are developed to the authenticity. This is a period whereby a project supervisor carries out an assessment, determines, visions, forecasts, and finds financial resources for a practical implementation in accomplishing a project,**Project management,**Project management is the presentation of information, ability, apparatuses and procedures in the project setting and experiences in order to deliver to the expectations of the set goals and within the set budget and time, **Project monitoring and Evaluation**-Project (M& E) is a manuscript that supports in trajectory and evaluates results of intermediations for the life of a suite. This is a living document which would be referred to on a consistent basis. While the essentials of M& E plan look different, they would follow the elementary arrangement and include the same key fundamentals,
Project Panning -Project planning is a persuasion for asserting & to exhaust a project within a certain timeframe, usually with defined phases, and with nominated resources.

ABSTRACT

The study's overall objective is to investigate project management practices and performance of women's in agricultural projects in Bungwe sector, Burera District, Rwanda. The major objective of this study is to find out how poor project planning can contribute to the negative failure on performance of women's in agricultural projects in Bungwe sector, Burera District, Rwanda; to establish the extent of how low project implementation can contribute to poor strategy on the performance of women's in agricultural projects in Bungwe sector, Burera

District, Rwanda. The study also adopted a case study research design to enhance an in depth investigation of the targeted population of the women's in agricultural projects in Bungwe sector, Burera District, Rwanda. A Sample size of 100 respondents was arrived at using proportionate stratified sampling technique. The study gathered primary data through open and closed end questionnaires. The researcher used structured questionnaires and face to face interviews especially where the respondents may not have time to complete the structured questionnaires. Many more, to study living conditions and events general physical competitors of the people of the Burera District. To also study on how women's in agricultural projects in Bungwe sector, Burera District, Rwanda have been recognized as driving force for economic growth in Rwanda.

The study was set out to analyze the extent to which project management is being used to measure the performance of women in agricultural projects in Bungwe sector, Burera District, Rwanda Questionnaires administered to 100 respondents out of which 60 questionnaires were valid and analyzed using Likert scale. To study benefits of project planning on the performance of women's agricultural projects in Bungwe sector, Burera District, Rwanda. The study recommended women's agricultural projects in Bungwe sector, Burera District, Rwanda to keep proper project planning and where necessary seek the services of professionals to do so at minimal cost because the cost involved in Agricultural failure as a result of lack of proper project planning far outweigh the cost of good project planning for Agriculturalist concern.

INTRODUCTION:

This chapter seeks to bring out theoretical issues on the project management practices influencing the performance of agricultural projects in Bungwe Sector, Burera District. It has identified variables like Project planning, Project implementation, project M&E, Project communication, and environmental enablers and their influences on agricultural project performance and shows what other researchers have done and relates them to the study. The chapter is organized starting with the theoretical review, and then empirical review focuses on the above variables. The empirical review is organized as per objectives and give a critical approach to researches done including their methodologies. A conceptual framework is finally drawn at the end of the chapter with clear indicators.

The project management process is complex, usually required extensive and collective attention to a broad aspect of human, budgetary and technical variables (Salma, Abdul, Abdelnaser, & Mahyuddin, 2009).

According to Drob, (2009), the appearance and development of the project management has occurred as a consequence of the need to adapt the theory and practice of management to the projects specific. In practice, the application of the tools and techniques of project management is facilitated by the use of specialized software for project management.

2.2 THEORETICAL LITERATURE REVIEW

Most management authors, theorists and practitioners viewed the management work of a manager as a logical process consisting of the functions of planning, organizing, leading and controlling. DuBrin (2006) supported this view by stating that every employee must plan and make decisions, organize, lead and control the resources they need to utilize for the achievement of the results expected of each of them.

This study was reinforced by a number of theories commonly used in project performance including; Theory of constraints, Theory of Management; Resource based theory, Social Information Processing Theory and Communication Accommodation Theory.

METHODOLOGY:

An explanatory descriptive design was used in this study. The data were collected using questionnaire to interviewer 100 respondents. Questionnaires were filled in alongside the interview by the researcher. Data were analyzed by using of statistical package for social sciences, version 20.0, and other statistical methods (descriptive statistics, correlation, and regression analyses) and considered p-value 0.5 as the level of significance at 95% confidence interval (95% CI).

DISCUSSION:

In order to obtain the results which permitted us to analyze the effect of the project management practices and performance of women in agricultural projects in Bungwe Sector, Burera District, Rwanda (2015-2019); data were collected from 100 respondents. Quantitative data were mainly generated from this research and were analyzed using frequencies, standard deviation, percentages, regression, and correlation as well. The answers obtained led us to get results presented in form of statistical tables and percentages followed by systemic interpretations and analysis as follows:

Table 1: Distribution of responses on the effect of project planning on performance of women's agricultural projects

	Statement	**SA**	**A**	**N**	**D**	**SD**	**TOTAL**
1	The Agricultural projects use management practices to keep records of sales of products	60 (75)	10 (12)	5 (6)	3 (4)	2 (3)	80 (100)
2	The agricultural projects use project coordinators to manage the farm inputs	55 (68)	15 (19)	5 (6)	3 (4)	2 (3)	80 (100)
3	Project management practices have been helpful in linking up farmers to donors	58 (72)	12 (15)	5 (6)	3 (4)	2 (3)	80 (100)
4	The project management practices have enabled the farmers to keep track of agricultural seasons	60 (75)	10 (12)	3 (3)	3 (3)	4 (5)	80 (100)
5	Project management practices enables donors to at the same page with farmers	55 (69)	15 (18)	5 (6)	2 (3)	3 (4)	80
6	Project management practices have enabled farmers perform to their best season after season	60 (75)	10 (13)	5 (6)	3 (4)	2 (2)	80 (100)
7	Project management practices have been helpful for the performance of farmers through the farm managers' agricultural activities coordination	60 (75)	10 (13)	5 (6)	2 (3)	3 (3)	80 (100)
8	Project management practices have been used to	65	10	5	0	0	80

	track materials& equipment of the farms to ensure that farm produces are in good conditions and stored well.	(81)	(13)	(6)	(0)	(0)	(100)
9	The project management practices are the key drivers of agricultural activities as they link them to the funders	60 (75)	1`0 (13)	5 (6)	3 (4)	2 (3)	80 (100)
10	The project management practices help in tracking the sales of the farm produces	50 (63)	12 (15)	10 (12)	6 (7)	2 (3)	80 (100)

The bracket figures indicate the percentage and figures not bracket indicate, frequency. **Source: - author's field survey (2021).**

Table 1 above shows that; 75% of respondents strongly agree that the Agricultural projects use management practices to keep records of sales of products, 12% agree, 6% neither agree or disagree, 4% disagree and 3% strongly disagree. This indicates that management practices have been important in success of women's agricultural projects in Bungwe, Burera district.

Table 2: Distribution of responses on the effect of project implementation on performance of women's agricultural projects. Please indicate the level of your agreement with each role to your projects.

	Statement	**SA**	**A**	**N**	**SD**	**D**	**TOTAL**
1	Project implementation has been helpful in the initiation of the women's agricultural projects in Bungwe, Burera District	58 (73)	10 (12)	5 (6)	2 (3)	5 (6)	80 (100)
2	Project implementation has been a pillar to the improvement of women's agricultural project in Bungwe, Burera District	60 (75)	10 (12)	7 (9)	3 (4)	0 (0)	80 (100)
3	Project implementation has been helpful in the coordination of farm activities of women's agricultural projects in Bungwe, Burera District	56 (70)	14 (17)	6 (8)	4 (5)	0 (0)	80 (100)
4	Project implementation has enabled the performance of women's agricultural projects in Bungwe, Burera District through engaging different stakeholders	50 (63)	20 (25)	5 (6)	5 (6)	0 (0)	80 (100)
5	Project implementation has enabled women's agricultural projects in Bungwe, Burera District through distribution of farm produces to different destinations	52 (65)	18 (23)	8 (10)	2 (2)	0 (0)	80 (100)
6	Project implementation has enabled the farmers get the right information concerning the projects at the right	60	7	5	5	3	80

	time	(75)	(9)	(6)	(6)	(4)	(100)
7	Project implementation has acted as the pillar of the stakeholders of the agricultural projects in Bungwe, Burera District	50 (62)	10 (13)	10 (13)	5 (6)	5 (6)	80 (100)
8	Project implementation has been helpful in the access of information to the stakeholders of the projects in Bungwe, Burera District	55 (69)	10 (13)	5 (6)	5 (6)	5 (5)	80 (100)
9	Project implementation enablers the funders get to know the gap in the women's agricultural projects	60 (75)	10 (13)	5 (6)	5 (6)	0 (0)	80 (100)
10	Project implementation has been helpful in different activities on the farm	55 (69)	15 (18)	10 (13)	0 (0)	0 (0)	80 (100)

Source: Author's field survey (2021).

Table 2 shows that, 73% strongly agree that Project implementation has been helpful in the initiation of the women's agricultural projects in Bungwe, Burera District, 12% of respondents agree, 6% disagree ,3% neither agree nor disagree, and 6% strongly disagree.

Table 3: Distribution of responses on the effect of project monitoring and evaluation on performance of women's agricultural projects. Please indicate the level of your agreement with each role to your projects.

	Statement	**SA**	**A**	**N**	**SD**	**D**	**TOTAL**
1	The project monitoring and evaluation tools have helped projects improvement of the yields	52 (65)	18 (23)	10 (12)	0 (0)	0 (0)	80 (100)
2	The project monitoring and evaluation has enabled the farmers keep track on the activities of the farm	50 (63)	16 (20)	10 (12)	4 (5)	0 (0)	80 (100)
3	The projects coordinators always write reports to the sponsors	55 (69)	15 (19)	10 (12)	0 (0)	0 (0)	80 (100)
4	The projects monitoring and evaluation tools have helped project coordinators make inventory on every farm inputs	50 (63)	10 (12)	10 (12)	5 (6)	5 (6)	80 (100)
5	The project monitoring and evaluation has helped the farm coordinators make reports on seasonal sales	57 (71)	13 (16)	10 (13)	0 (0)	0 (0)	80 (100)
6	The project monitoring and evaluation tools have been helpful in tracking equipment &materials of Project monitoring and evaluation has enabled the farm coordinators get access to the previous information concerning the projects	60 (75)	10 (13)	5 (6)	5 (6)	0 (0)	80 (100)
7	Project monitoring and evaluation as a tool has	53	17	6	3	1	80

	enabled farmers keep track of their yields	(66)	(21)	(8)	(4)	(1)	(100)
8	Project monitoring and evaluation as a tool has been helpful to the stakeholders of the project as in the comparison of their yield season after season	51 (63)	10 (12)	7 (8)	2 (2)	0 (0)	80 (100)
9	Project monitoring and evaluation has helped the farmers improve their skills in farming	53 (66)	15 (19)	7 (9)	5 (6)	0 (0)	80 (100)
10	Project Monitoring and evaluation has enabled the farmers learn new management skills of their farms	50 (63)	15 (19)	5 (6)	5 (6)	5 (6)	80 (100)

The bracket figures indicate the percentage and figures not bracket indicate, frequency. **Source: Author's field survey (2021).**

Table 3 shows that, 65% of respondents strongly agree that, the project monitoring and evaluation tools have helped projects improvement of the yields, 23% of respondents agree, 12% of respondents neither agree nor disagree.

Table 4: Distribution of responses on the effect of project communication on performance of women's agricultural projects. Please indicate the level of your agreement with each role to your projects.

	Statement	**SA**	**A**	**N**	**SD**	**D**	**TOTAL**
1	Project communication has been so helpful in performance of women's project as it has kept all the stakeholders informed on every farm matters	60 (75)	10 (12)	6 (7)	4 (5)	0 (0)	80 (100)
2	Project communication has enabled the performance of women's agricultural projects to get funds from different financial institutions	50 (63)	17 (21)	5 (6)	3 (3)	5 (6)	80 (100)
3	Project communication as a tool has enabled the agricultural projects' gaps that need some improvement	62 (77)	10 (12)	8 (10)	0 (0)	0 (0)	80 (100)
4	Project communication has been helpful in engaging all the farmers to the right farm inputs for the right yields	48 (60)	20 (25)	12 (15)	0 (0)	0 (0)	80 (100)
5	Project communication as a tool has been helpful to the farmers improve their communication skills among themselves	50 (63)	10 (12)	5 (6)	8 (10)	7 (8)	80 (100)
6	Project communication has enabled the funders understand the gap in the agricultural activities and enabled them bridge the gap.	55 (69)	15 (19)	5 (6)	5 (6)	0 (0)	80 (100)
7	Project communication as a tool has been helpful to the farm owners and the funders to keep on the same page	60 (75)	5 (6)	5 (6)	5 (6)	5 (6)	80 (100)
8	Project communication has enabled the performance of agricultural projects as they have linked all the	50	15	7	5	3	80

	stakeholders in different project of Bungwe, Burera District	(63)	(19)	(9)	(6)	(4)	(100)
9	Project communication has been helpful in management of the farm workers	52 (65)	18 (23)	5 (6)	5 (6)	0 (0)	80 (100)
10	Project communication as a tool has enabled the performance of agricultural projects in Bungwe, Burera District to another level.	60 (75)	10 (13)	5 (6)	5 (6)	0 (0)	80 (100)

The bracket figures indicate the percentage and figures not bracket indicate, frequency. **Source: Author's field survey (2021).**

Table 4 shows that, 75% of respondents strongly agreed that project communication has been so helpful in performance of women's project as it has kept all the stakeholders informed on every farm matters, 12% of respondents agreed, 7% of respondents neither agreed nor disagreed, 5% of respondents disagreed and 0% of respondents strongly disagreed.

Table 5: Correlation analysis

	1	2	3	4	5	6	7	8
Project planning (1)	1							
Project implementation (2)	.385**	1						
Project management(3)	.208*	.383**	1					
Age of the farm(4)	.027	.140	.098	1				
Small scale farm (5)	-.016	.028	-.117	-.084	1			
Large scale farm (6)	-.132	-.084	.068	-.157	-.366**	1		
Horticulture (7)	.129	.087	.097	.196	-.502**	-.368**	1	
Number of employees (8)	.093	.107	.158	.261*	-.237*	.479**	-.272*	1

Levels of significance ***p<0.00, **p<0.01, *p<0.05 and N = 93

Source: Computations and output of SPSS 20 based on author's field survey (2021)

The results in table 2 above indicate a strong positive relationship between project planning and project implementation having a positive correlation coefficient of 0.385 and p<0.01. This implies that project planning is associated with preparations of project implementation reports by farmers.

The results also revealed that project management practices of project planning and project implementation are significantly related to performance of performance of women's in agricultural projects with a correlation coefficient of 0.208 (P<0.05) and 0.385 (p<0.01) respectively. This indicate that effective utilization of project planning and project implementation are both significant in association with performance of women's in agricultural projects. In addition, the result of the analysis also showed a positive correlation between the utilization of project management practices and age of the farms and horticulture sector of the farmers in the study con-

text.

Table 6: Results of regression analysis

Variables	**Model**		
	B	***T***	***VIF***
Control variables			
Age of the farmers	.068	.436	1.07
Small scale farm	-.095	-.283	2.733
Large scale farm	.286	.834	2.177
Horticulture	.149	.449	2.708
Number of employees	.107	1.047	1.472
Independent Variables			
Project planning	.073	.824	1.313
Project implementation	.327	4.600***	1.37
R^2	**.8534**		
Adjusted R^2	**.8523**		
F value	**2.907****		

N=93, *P<0.05, **P<0.01, ***P<0.001, dependent variable: SME performance

In the model above, the differential contribution of the project planning and project implementation to farmers' performance is presented. The overall model comprising these variables and control variables on firm level performance is significant (F= 2.907 P<0.01). Based on the coefficients of this model, the relationship between utilization of project planning in the study contexts is not Supported (B=0.073, P>0.05). More so, the findings of the study strongly show the evidence for the positive and significant relationship between project planning as one of the project management practices and performance of women's in agricultural projects (B=0.327, P<0.001). Apparently, the coefficients in the study reveal that for a 10% increment in the effort towards deployment of project planning, the farmers in the sample would have realize an increment in performance of 3.2%, other factors held constant or remain constant or Vice versa or ceteris Paribas.

From the study above results implies that the model accounts significantly more variance in performance measured growth of the farmers as indicated in the factor loadings than would be expected by chance. Therefore, the study has established variables of project planning as factors that influence performance of farmers in the study context.

Significantly, the study results further reveal that the regression model was also very crucial and hence fit

for the study so well. Given the coefficient of determination (R^2) is 85.3%, the relationship is significant. Given the adjusted R^2 significant 85.2%, it signifies the independence variables incorporated into this model have been able to determine that project planning increase the chances of the farmers operating and achieving success of small scale farmers to 84%. The F and probability statistics also confirmed the significance of this model.

CONCLUSION:

The study needed to find out the influence of project management practices and agricultural project performance by community based organizations in Bungwe sector, Burera District in Rwanda. Basing on the findings, the researcher reached at several conclusions. Concerning the first objective, the study found out that project planning when jointly regressed had a positive influence on performance of agriculture projects. Likewise, based on the second objective, the study discovered that project implementation had a positive influence on agricultural projects' performance by community based organizations. Nevertheless, as much as the joint regression show that planning and implementation influenced project performance, the two variables are intermingled since planning guides in implementation as shown in literature review. The outcomes of multiple regression on project planning and project implementation, therefore, supports the fact that the two variables influence performance of agricultural projects.
The other objective required was to determine the influence of project monitoring and evaluation on agriculture projects' performance, the study established that the project M&E influenced agriculture projects' performance by community based organizations in Bungwe sector, Burera District in Rwanda. One more objective, the study found out that project communication had significantly influenced the performance of agricultural projects. Project communication therefore, was found to be a great influence on agricultural projects' performance.

Lastly, on the basis of the fifth objective which required to establish the moderating effect of environmental enablers on the relationship between project management practices and performance of agriculture projects by community based organizations in Bungwe sector, Burera District, the study established that; those environmental enablers moderated the relationship between project management practices and agricultural projects' performance.

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