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Abstract

This study examined the role of project design on child welfare and safety in Rwanda with reference to Keeping Children Safety Project in Gasabo. Specifically, the study investigated the effect of scope design, the effect of budget and the effect of risk design on child welfare and safety. The study used descriptive design with quantitative and qualitative approaches. The theory of change, system theory and the execution theory were used. A sample of 279 participants was selected among 904 beneficiaries of Keeping Children Safety Project implemented by Plan International in Gasabo District. The sampled population was chosen using simple random and purposive sampling techniques. Questionnaires and interview guide were used for data collection. Descriptive statistics were used to give frequencies, percentage, mean and standard deviation while inferential statistics were used to establish the correlation and regression effect between variables. The results show that defining course of activities is significantly correlated with children welfare and safety ($b=0.129$, $p\text{-value}=0.033$). Sequencing activities was insignificantly correlated with children welfare and safety ($b=0.026$, $p\text{-value}=0.660$). Estimation time of activities was significantly correlated with children welfare and safety ($b=0.134$, $p\text{-value}=0.026$). Results also showed that a unit of change in cost estimation leads to reduction of malnutrition in grade obtained limited by a factor of 0.23. Results to the third objective revealed that a unit of change in risk identification reduces children malnutrition limited by a factor of 0.97. The study concluded that scope design, budget design and risk design positively and significantly contributes to children welfare and to Keeping Children Safety Project in Gasabo District. The study recommends that cost estimation ought to be based on project scope and be associated with project plan. Project managers should encourage collaboration between variation in capabilities and in keeping children safe. Project team members and beneficiaries should understand that effective project design is capable of facilitating project performance.

Keywords: *Project design, child welfare, keeping children safe, time schedules, sequencing of actions and pertinent risks.*

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1.0 Introduction

Globally, the project design is a major initial move towards a powerful task. A task configuration is a vital association of considerations, materials and improvements to accomplish an objective. Undertaking heads depend on a decent plan to keep away from entanglements and give boundaries to keep up crucial parts of the task, similar to the timetable and the spending plan (Meredith & Mantel, 2011). Project design is one of the primary duties of the undertaking chiefs for a given task. In this phase of the undertaking, the choices about how to lead and oversee are made. A task plan is made and fixates on the necessities of the partners, the association and the undertaking itself, obviously. This record is at that point be utilized to deal with all further phases of the venture (Simeone, 2014). The project design incorporates everything from who is responsible for finishing the venture to a depiction of the undertaking, its objectives, results and targets. It characterizes when these objectives, results and goals were accomplished, and the significant expectations, items or highlights that were done. The task configuration additionally assesses the financial plan and synopses how to screen and assess progress (Novo, *et al.*, 2017).

Project scope design refers to the description of what is needed to realize and postulate of expenses to be used in introducing project activities prior closing it deliverables to the expected outcomes. It is difficult to performance fully implement any project without scope design. As a results, this sector undergoes poor and inadequate scope definition which lead to high expenses and extra budgets allocated to projects implementation (Harold, 2010) Owing to this growing issue, it is very crucial for suitable assistance in project scope definitions. The budget design process contains of budget estimation and budget. The aim of budget design process was to attain the project target in an expected (Budget *Project Management Body of Knowledge* [PMBOK], 2013). A project refers to impacts of different types in project designing and execution. This is important for preserving budgets (Serrador, 2013). Finally, budget design comprises of amassing budget determines each element to provide a total budget baseline for identifying child welfare and Safety.

The third design practice is project risk design which is one of the greatest practices on project management (Project Management Institute [PMI], 2013), defined project risk as ambiguous situation that whether it appears, had an impact on project specific objectives and targets. The risk design consists on the identification and assessment of problems that may hamper project execution in order to reduce the probability to project failure. Most of social protection programs did not succeed owing to assumption that all programs must attain their objectives and they did not assess discuss and give reduction or possibilities to include risk elements on project plan. Project designates an interest the attempt the board cycle of starting, arranging, performing, observing, following up and shutting, slowly the undertaking life cycle with the point of achieving the partners and constituents as shown by task set up prerequisites. The partners are persons who have a direct stake in the undertaking while the task's elements are the persons who might be affected by the punishments of the venture.

Task execution is regularly made when the partners and personal indicate their aggregate satisfaction as indicated by the degree of their interest (Ofori, 2013). At the continental level, in Africa, Ralph (2010) expressed that Non-Governmental Organization (NGOs) have performance full methodology for planning, affirming, checking, and investigating procedures for the evaluation of their presentation with respect to their projects/administrations. The fact was that such evaluations required gathering applicable data, having measures for making a decision about

this data, and having a lot of qualities, which gave the structure to the data that must be accumulated about the accomplishments of the projects/administrations. Studies in the East African Community, focused on the role played by non-governmental organization in improving children welfare and Safety.

Consequently, child welfare and Safety refers to ensuring the intended purpose and objectives of the project are met. It means the amelioration of children living conditions (Project Management Institute, 2013). In Rwanda, child welfare and Safety project lead to the empowerment of beneficiaries, enhancing positive impact and minimizing poor living conditions, improved children welfare, improved children development, access to education and protection (Binnendijk, 2011). However, in Gasabo District, there is a growing problem concerning children welfare and Safety. Therefore, the measurement of child welfare and Safety of any program differ according to its nature. However, the common indicators are elimination of malnutrition, improved children welfare, improved children development, access to education and protection.

1.1 Research Objectives

- i. To investigate effect of scope design on child welfare and Safety in Gasabo District;
- ii. To examine the effect of budget allocation on child welfare and Safety in Gasabo District;
- iii. To assess the effect of risk design on child welfare and Safety in Gasabo District.

2.1 Empirical Literature Review

Effect of Scope Design on Child Welfare and Safety

A research undertaken by Yang *et al.* (2011) on project design in CHINA, aimed at showing a total project investment plan on its success. The study utilized pertinent analysis and evidenced those positive and negative impacts of design processes, establishing new strategies for improving more models and theories. A study conducted by Novo *et al.*, (2017) identified influence of how the management of project affects project performance on order purpose to evaluate this role of managers on project performance. This research adopted desk research and found that planning management was comprised in project processes; it facilitated the performance through some parties like teamwork skills, manager's ability or strategies with project participants. A research done by Fatima *et al.* (2013) assessed the effect of change management on program execution in Malesia adopted a documentary analysis and demonstrated that many of projects did not succeed because of inadequate management. This research proposed adequacy in managing projects in order to achieve effective implementation based on project design processes.

A survey done in Ghana assessed the level of project design quality using exploratory approach and questionnaire method to collect evidences on project management utilizing a sample of 200 participants (Ofori, 2013). Results found that critical elements that contribute to project success were top manager's point of view, risk management plan, clear objectives and community involvement. According to Naqvi *et al.*, (2011), their research examined effect of capacity building, M&E, leadership management components on project success. The research has been carried out using descriptive method with 13 set of persons. Information has been discussed using descriptive statistics. Information was given in graphics by showing that adequate cost plan, financial management; tools are more likely to influence project success in Kenya.

In Rwanda, a research of Ruberangeyo *et al* (2011) on social protection reiterated that 334,725 liters of milk were attained by people in 2010, while, 401,672 liters were realized between 2010 and 2011. This demonstrated the rise of 20%. Finally, a study undertaken in Ngoma District evaluated the role of Girinka on children welfare and demonstrated that 90% of children in families who obtained cows agreed to overcome malnutrition (Mutarutwa, 2014).

Effect of Budget Design on Child Welfare and Safety

Guoli (2010) researched budget design impacts on project success. The descriptive design was adopted and the research used participants from stalled projects. The research deducted that a professional improvement budget follows up of project and establishes cash flow in project. The research discovered that insufficient cash effect in a project was related to postponements and wide additional costs. However, the study did not identify the full role of project budget design on project performance in Rwanda.

Karson (2011) assessed the role of budget plan on project success using a descriptive research design with Swedish population. The research revealed that education, culture and financial position were factors impacting methods in project management. Therefore, many middle level managers did not have power as assigned owing to their restricted duties to make decision. Different construction firms were more powered to give middle managers. Antivik and Sjöholm (2013) investigated effect of cost in project success.

The research was a census and revealed that cost estimation in project is grounded on scope, WBS or associated with planning process. The study argued that for project to attain correct estimation, people would be determined relying on specific activities. According to PMBOK (2014) using a descriptive research design discovered that project cost design practices, (cost budgeting, estimation and project success). For this research, cost design was pertinent to achieve a given project in a planned budget. The project is pertinent and had effect in all project phases. The research proposed that it is pertinent to preserve track of cost for different phases and total cost in project. Therefore, the work did not indicate how the association strength between projects cost design and project performance.

Effect of Risk Design on Child Welfare and Safety

Research carried out by Darnall and Preston (2010) demonstrated that risks were planned and assessed before their appearance, but others were not forecasted and may emanate from unplanned and overruns costs. This description may be seen in literature concerning those concepts meaning that unpredictable was large and risk was a part of it. This accepts the relationship between two terms but simultaneously differentiates them. In the following chapters, the focus was on risk itself and how it may be overcome. The study revealed that many risks that may be assessed, described by project size and their difficulty. The larger the project is the larger the number of major risks that can be encountered.

Ralph (2010) reiterates a clear definition of the term of risk management and the way in which they may be implemented. In accordance with the researcher, risk management could not be obtained in future. Therefore, effective risk management contributes to the improvement and rise of follow up and more adequacies in solving problems that may be facilitated on a more adequate foundation. It emanates from project analysis from the beginning of the project (Ruuska, 2016). Slevin and Pinto (2011) evidenced that risk analysis refers to the collection of information related

to crucial and major risks to be discussed. It is related to the establishment of a list of risks with clear effects on project or program implementation. Moreover, Zwikael and Ahn (2011), demonstrated the existence of qualitative and quantitative analysis for potential risks.

Azari (2010) denoted that many elements were deemed to stimulate the choice of suitable techniques for assessing risks in accordance with project expected outcomes. In this regard, the most commonly elements include for instance expenses allocated to the use of any approach or model, salaries, utilization, recruitment process and follow up process.

Golini (2014) claims that absence of potential risks, the more it can be managed adequately, and the potential strategies for risk response were for instance, avoidance, decrease, transfer and retention. The researcher defines that usually it was not easy to make decision relying on low evidences. This may be preventable by waiting until the adequate evidence was available to respond adequately to potential risks.

Whether risks are categorized as leading negative effects to the entire project, it is of pertinence to revise the project purpose. It implies that the risk has pertinent effect on project, the adequate and appropriate solution was to prevent it by adjusting the scope or content or terminate the projects (Darnall & Preston, 2010). Whether a risk may be managed by another stakeholder who possesses a potential ability, the appropriate approach is to transfer it. In this regards, Harold (2010) argues that risk may be transferred to those who understand how to manage it. Stakeholders that risks may be transferred to were for instance, customers, contractors and designers, relying on risk nature. Consequently, this many stimulate the use of higher costs (PMI, 2013).

2.2 Theoretical Framework

Theoretical framework consists in providing information on relevant theories used in conducting any study. This study used theory of change, system theory and execution theory.

Theory of Change

This model is helpful in clarifying results and describing techniques to copy with unfavourable social phenomenon. This model is pertinent in designing and focusing on the design framework in initial phase of designing not of execution phase (Serrador, 2013). The pertinent stakeholders, anticipations, expected results and some key parameters are accessible as a basis for the design practices. As this model improves awareness of beneficiaries and stakeholders, this help in using planned deliverables and outcomes and improve the effect awareness. This approach help stakeholders to consider a wide range of services, observing at the issue the project is responding, the larger situation and adjustment in correlations with stakeholders and unplanned results. Theory of Change is described as an explanatory means of how all components are necessary to meet expected outcomes for any project. This is a combination of components like results, achievement and requirements contained in a graphical presentation (Williams, 2014).

Planning Theory

Planning Theory is defined in the context of various processes encapsulated in the project management book guide. According to Zwikael and Ahn (2011) design processes include scope, resource, budget, budget and risk. As a result, any project must be achieved in their framework of implementation. The most important skeleton of any project is the design phase. Planning model was pertinent in the domain project management to establish factors influencing performance and

results of any project. Through the consideration that translation of a plan into practices is the process of achieving results (Bourne & Walker, 2016). The greatest discrepancy between management and design approaches is that agent comprises of complementary sub-agents that are competent enough to plan and implement any project (Ahmed, *et al*, 2016). Design theory in project was relevant to the present study through the identification of prominent determinant of scope development and other change as planned, copying with them based on the ultimate project design with the reduction or alleviation of negative effects. Therefore, it was pertinent that each adjustment or variation must be exposed to a formal revision and endorsement process that takes into consideration budget and effects but also quality determination and principles (Obegi & Kimutai, 2017).

System Theory

According to Koster (2010) useful starting point for a project or program as a system is the specification of its purposes. A program purposes include advancing's knowledge and skills, shaping attitudes and behaviour and satisfying their needs. All complex systems require maintenance and coordination. These are subsystems in the program system. As the system theory analyses the entire component as a whole by taking into consideration all element considered as agencies. It was relevant to the present research because the research seeks to determine the effects of implementation processes and performance of livelihood project compared as a whole system while its indicators are considered as its agencies. A person behaves and act in a certain way owing to several motivation in selecting specific behaviour result from consensus choice among alternative whose purpose and maximize pledge.

In this study, the systems theory is adopted from the starting phase of project management, the design phase, which consists of understanding the problem-solving process and then be extended to other two main phases; the execution and evaluation through the system life cycle (Vincent & Denis, 2014). The model was pertinent to the research process since it refers to the ways where any project management system functions as component in its condition finally assessed the performance of project management.

2.3 Conceptual Framework

The study established a schema indicating the correlation or association between project design and project performance (Creswell, 2013). Special emphasis for this study took into account the correlation between project design and performance.

Independent Variables

Dependent Variables

Project Design

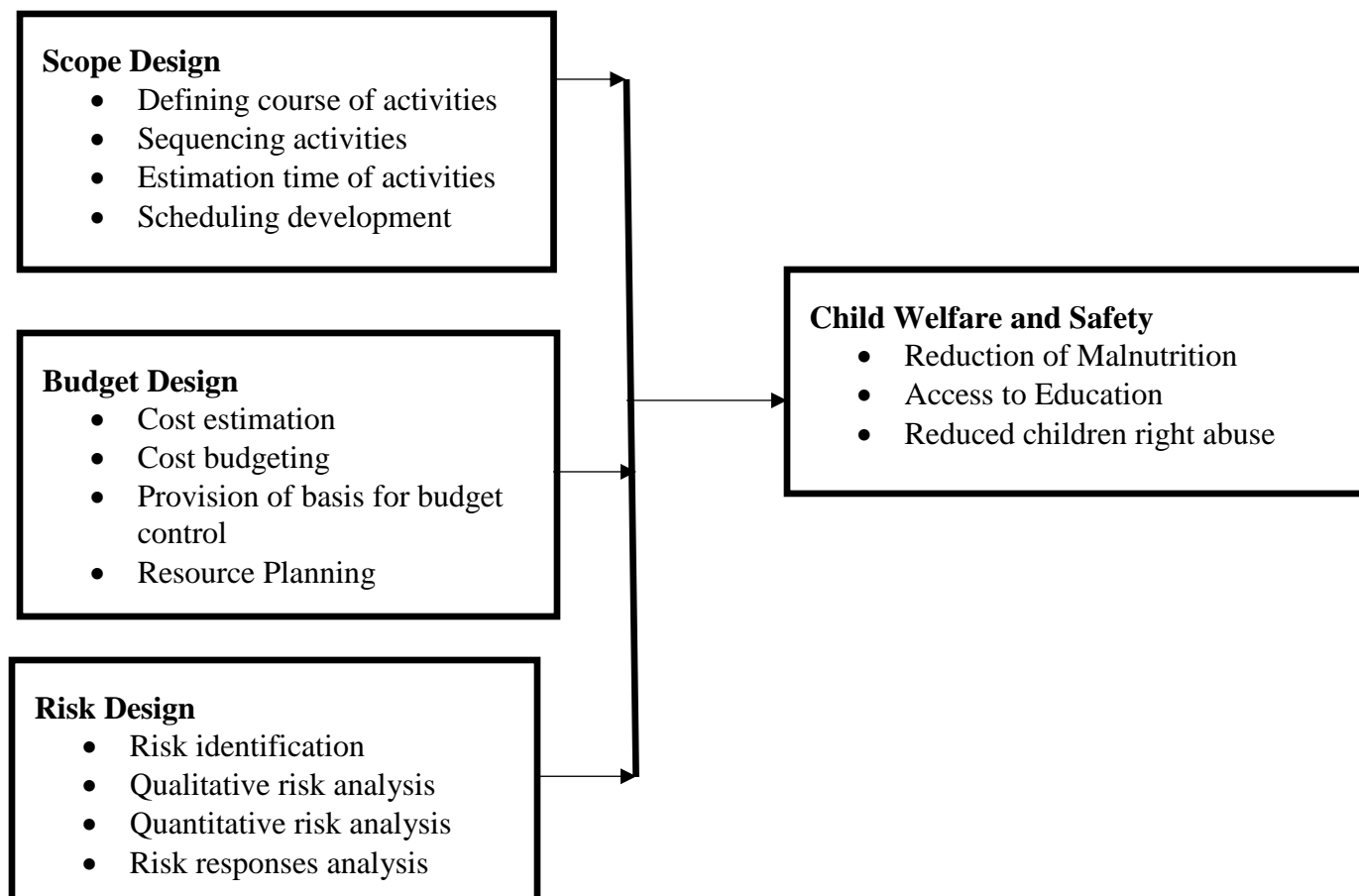


Figure 1: Conceptual Framework

Source: Researcher (2022)

Figure 1 demonstrated the relationship between the study variables. Therefore, project design was independent variable, children welfare, Safety was dependent variable, and the moderating variables are government policies.

In this regard, project design was measured using scope designing, budget designing or risk designing. Designing refers to reduce malnutrition rate among children, accessibility to education and the reduction of children rights abuse. Therefore, it is crucial to understand that welfare and Safety depend on taking into consideration necessary risks and copying strategies to overcome them. Both project design and government programs facilitate project performance.

3.0 Methodology

Creswell (2013) reiterates that a study design is a blueprint for choosing methods and types of responses utilized in answering research questions. The types of research design include exploratory, descriptive and explanatory research methods (Jackson, 2011). The present study was descriptive owing to its nature in supporting or refuting an explanation or prediction related to what determines personal information and finding out the link between research variables. Alvi (2016) denotes a descriptive design as a process of collecting and analysing information for describing the nature of affairs among various elements. Cooper and Schindler (2011) assert that descriptive research is adopted to designate behaviour or feature of population to be considered. The descriptive design fit the research that is intended at examining the role of project design on welfare and Safety. A quantitative research design was used for assessing association between project design, children welfare and Safety by adopting numbers or figures to explain and take into consideration its outcomes. Moreover, qualitative method was adopted to find out the level child welfare and Safety.

This term refers to a set of persons, objects, phenomenon used to explain the research topic under study (Jackson, 2011). The study population for this research was beneficiaries of a case study of Plan International in Kacyiru sector located in Gasabo District of the City of Kigali. In this regards, 906 beneficiaries, social affairs of Kacyiru sector, 2 staff of the district, 1 planning officer and Plan International Officer in Gasabo District (Kacyicu Sector, 2020). This design helped to extract data from respondents or group of respondents to whom the study intended for generalization of the study findings. This term denotes a representative group of the parent population selected with an intention to carry out a research. The sample may be respondents or key informants. The sample size is taken beneficiaries. The sample was chosen from the entire target population using both purposive and simple random sampling techniques. In this vein, a representative group was determined using Yamane's formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n refers to representation group

N refers to target population

e refers to degree of precision (0.05%), while 1 was the constant in the formula. Thus:

$$n = 913 / 1 + 913 (0.05)$$

$$n = 913 / 1 + 913 (0.0025)$$

$$n = 913 / 1 + 2.2825$$

$$n = 913 / 3.2825$$

$$278.14166031$$

$$= 279$$

The researcher selected respondents among beneficiaries randomly. The purposive sampling procedure was adopted owing to the fact that the researcher has faith in its convenience and relevance and time saving. The research also used universe-sampling techniques as the use of total population as the sample size. In the purposive sampling technique, the researcher judgmentally chose a set of persons considered to be relevant for this study. These are executive secretary of Kacyiru sector and one social affair in the sector, executive secretary of four cells of Kacyiru sector (6 persons). Both primary and secondary information were gathered using questionnaire survey distributed to beneficiaries and interviews with staff members of project in Kacyiru sector, Gasabo District. This research adopted a set of questions (questionnaire) for respondents and key informants from Plan International.

4.0 Results and Findings

Demographic Information

This study analysed general information of participants. This includes sex, age group, educational level, marital status and year of receiving cows.

Gender of Respondents

This is pertinent in understanding whether respondents gave any pertinence diverse opinions according to the study.

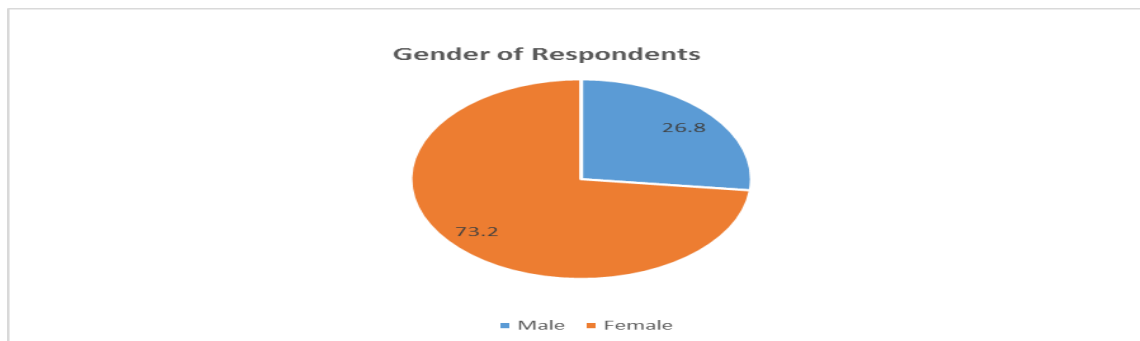


Figure 2: Gender Profile

Source: Primary Data (2022)

The study findings demonstrated that female headed 73.2% of surveyed households while 26.6% were male. Most of respondents were women because the 1994 genocide perpetrated against Tutsis affected many men and women were subjected to vulnerable living conditions and consequently, they were chosen to be beneficiaries of the project known as Keeping Children Safety Project.

Age of Respondents

Age group of respondents is crucial for permitting to determine the relevance of responses given.

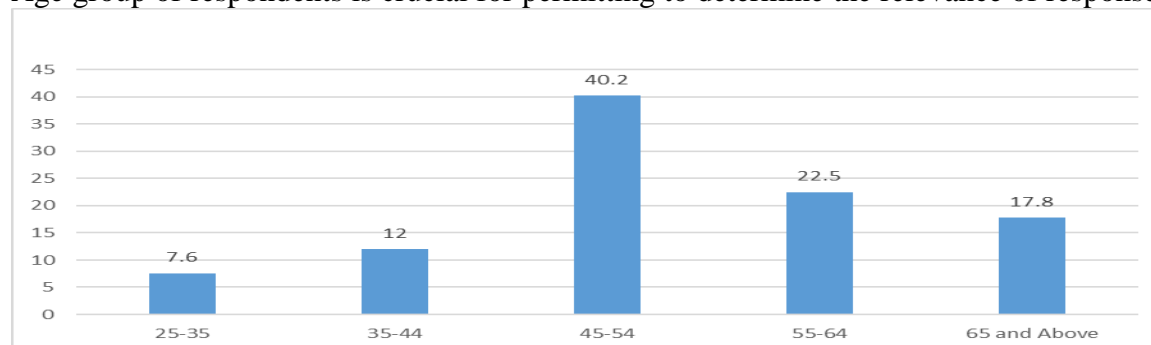


Figure 3: Age of Respondents

Source: Primary Data (2022)

The study findings presented in Figure 3 demonstrated that those respondents were between 45-54 years old (40.2%) while a small percentage (7.6%) was between 25-35 years old. This implies that respondents with old age were rarely benefiting from project owing to the fact that many of them had their children who assist them during their living conditions.

Education Profile of Respondents

Results on the level of qualification demonstrated that many beneficiaries of Keeping Children Safety Project were pertinent in its success because of knowledge acquired. Therefore, information is given in the following Figure.

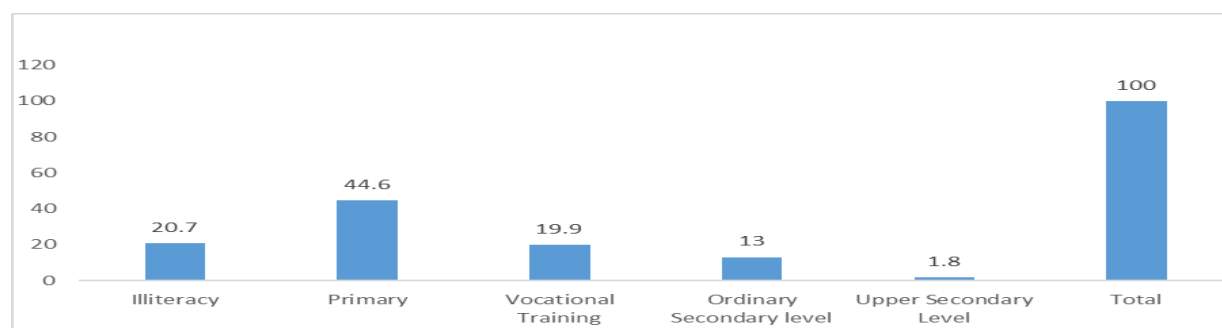


Figure 4. Educational Profile

Source: Primary Data (2022)

Results on education level of respondents were very important in assessing the relationship between education level, project design and the promotion of child Safety and welfare. Results demonstrated that 20.7% of respondents did not attend any level of education, 44.6% of respondents have primary school level, 19.9% of respondents with vocational training skills, 13.0% with ordinary secondary school and 1.8% with upper secondary schools.

Presentation of Findings

Results on the role of project design on child welfare and Safety was analysed in accordance with specific objectives and research variables. These are project scope design, project budget design, project risk design, child Safety and welfare, and effect of scope design, budget design, and risk design on child welfare and Safety. The study started with descriptive statistics for independent and dependent variable. The study assessed whether child welfare and Safety have been improved in accordance with Keeping Children Safety Project in Gasabo District. In this context, the reduction of malnutrition, accessibility to education, and the reduction of children right abuse were used to assess the promotion of child welfare and Safety.

Table 1: Children Welfare and Safety

Statement	Strongly Disagree		Disagree		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	Mean	Std
Reduction of Malnutrition	66	6.9	86	20.6	32	53.9	85	18.6	276	2.843	0.8052
Access to Education	24	6.9	40	4.9	89	24.5	94	63.7	276	3.451	0.8746
Reduced children right abuse	43	8.8	85	6.9	59	18.6	79	65.7	276	3.411	0.9581

Source: Primary data (2022)

Information above shows that 53.9% of respondents agreed to have noted a recorded reduction in malnutrition after obtained support from Keeping Children Safety to beneficiaries. Moreover, 63.7% show a strong agreement with an increase of access to education. Information from interviews indicate that Keeping Children Safety Project improved the level of access to education. The country director of the project sector argues “*in this district, we have attempted to give support to beneficiaries all sectors where disadvantaged groups received school fees and school materials.*” This leads to an increase of access to education and reduced the culture of school drop-out in the district. Moreover, 65.7% also strongly agreed that children right abuse has been reduced. The country director of Plan International held interview with the researcher and argues “*in after support from the project, beneficiaries were able to decrease the children rights abuse*”.

Results concur with Nyandika and Ngugi (2014) where they stated that the performance measures and outcome happen at various institution or management degrees in the donor organization. The study took into consideration the role of experience in promoting child welfare and Safety. Results also did not contradict the recommendations of Toor and Ogunlana (2010) where they recommended that projects should be improved in the context of timeframe, planned budget and quality of expected outcomes.

Effect of Project Scope Design on Child Welfare and Safety in Gasabo District

The study assessed the effect of project scope design on child welfare and Safety in Rwanda. In this regard, the researcher started with respondents’ views on the use of project scope design at Keeping Children Safety. This was measured using design of course of activities, sequence of

activities, estimating time, schedule of development project. A Likert scale was used as 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), 5=Strongly Agree (SA).

Table 2: Project Scope Design

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		Mean	Std
	N	%	N	%	N	%	N	%	N	%	N	%		
Defining course of activities	6	2.2	70	25.4	2	0.7	60	21.7	138	50.0	276	3.9	1.310	
Sequencing activities	26	9.4	50	18.2	20	7.2	80	29.0	100	36.2	276	3.6	1.374	
Estimation time of activities	68	24.6	3	1.8	5	1.1	111	40.2	89	32.2	276	3.5	1.554	
Scheduling development	37	13.4	41	14.9	20	7.2	103	37.3	75	27.3	276	3.5	1.379	

Source: Primary Data (2022)

Information demonstrated that 50% of respondents with a mean equal to 3.9 and standard deviation equal to 1.310 strongly agree with the design of course of activities before the start of Keeping Children Safety project. In addition, 36.6% of respondents with a mean equal to 3.6 and standard deviation equal to 1.374 strongly agreed with sequencing project activities, 40.2% of respondents with a mean of 4.1 and standard deviation of 1.554 agreed with on estimating project activities on time. Furthermore, 37.3% of respondents with a mean equal to 3.5 and standard deviation equal to standard deviation 1.379 strongly agreed that development activities were scheduled. Finally, schedule development was agreed by 31.5% of respondents with a mean of 3.1 and standard deviation of 1.609.

The study did not contradict with Foong (2016) who reiterates that in the course of project management, schedule may be categorized by their level of complexity, targets of utilization or landscape of their elements. Therefore, budget management must take the impact of project decision on budget of utilizing, preserving and assisting the product, service or outcome of project. The competency to affect budget is paramount at the early phases of project and this is the reason behind early scope designs needed (Harris, 2010). An interview with Keeping Children Safety Project Manager in Gasabo District, he argues: “the *welfare and Safety of children in the district resulted from Keeping Children and Safety project, since support is given to beneficiaries based on established list by local beneficiaries*”. The study concurs with Papke-Shields *et al.* (2010) where they retaliate that project scope design influence the performance of project funded by non-governmental organizational project.

The study assessed influence of project scope design on reduction of malnutrition, access to education, and reduced children right abuse. The correctional and regression statistics were adopted to give effect size for each scope variable.

Table 3: Correlation between Project Design and Keeping Children Safety in Gasabo District

			Reduction of Access Malnutrition	Education	Reduced to children right abuse
Defining course of activities	of Pearson Correlation		.119*	.049	.074
	Sig.(2-tailed)		.048	.414	.223
	N		276	276	276
Sequencing activities	Pearson Correlation		.025	.007	.098
	Sig.(2-tailed)		.683	.910	.105
	N		276	276	276
Estimation time of activities	of Pearson Correlation		.121*	102	.005
	Sig.(2-tailed)		.044	.091	.939
	N		276	276	276
Scheduling development	215		0.244	0.512*	215
	0.048		0.346	0.036	0.048
	276		276	276	276

Source: Primary Data (2022)

Results indicate an association between variables. Therefore, information on definition of course of activities reveals that definition of courses did not have a correlation with access to education ($r=0.049$, $p\text{-value}=0.414$), with the reduced children abuse (0.074 , $p\text{ value}=0.223$). Correlational analysis evidenced a relationship with the reduction of malnutrition ($r=0.119^*$, $p\text{-value}=0.048$). This was associated since level of significance was < 0.05 suggesting that a change in activity sequence stimulate the reduction in malnutrition status. Contrary to insignificant relationship between sequencing activities and access to education ($r=0.025$, $p\text{-value}=0.685$), sequence of activities with access to education ($r=0.007$, $p\text{-value}=0.910$) and sequencing activities with the reduction of children right abuse ($r=0.098$, $p\text{-value}=0.105$). The correlations were insignificant provided that the level of significance is >0.05 denoting that increase of sequencing activities did not affect malnutrition, access to education and the reduction of children right abuse and vice versa.

Moreover, the findings indicated insignificant correlation between estimation time of activities and the reduction of children abuse ($r=0.005$, $p\text{-value}=0.919$). The above consideration felt insignificant correlations since the level of significant was more than 0.05 suggesting that the estimation time did not reduce children right abuse. However, estimation time of activities is positive correlated with the reduction of malnutrition ($r=0.121$, $p\text{-value} =0.044$), access to education ($r=0.102$, $p\text{-value}=0.091$). Positive correlations were established with estimation time and malnutrition ($r=0.119^*$, $p\text{-value}=0.048$). There are significant correlations found between scheduling development and the reduction of malnutrition ($r=0.215^*$, $p\text{-value}=0.048$), scheduling development and access to education (0.512^* , $p\text{-value}= 0.036$) and scheduling development and the reduction of children right abuse ($r=0.546^*$, $p\text{-value}=0.023$). The above relationships were significantly established since the level of significance was more than 0.05 that a change in

scheduling development produced a change in malnutrition, access to education, and the reduced children right abuse and the vice versa. The project manager argues “the organization has applied adequate process that enable beneficiaries to take part in designing for children who would have right to receive support and this is helpful in reducing malnutrition, increasing access to education and the reduction of children right abuse”. The study findings did not contradict with Novo, et al. (2017) where they found that design management was comprised of project process; it facilitates its performance through patterns like team work knowledge and manager’s ability with stakeholders and beneficiaries.

The multiple regressions helped to establish the correlation between definition of activities, sequences of activities, estimating time and schedule of development and children welfare and Safety indicators. The regression equation utilized to associate dependent and independent variable was as follows; $Y=b_0+b_1X_1+b_2X_2+b_3X_3+b_4X_4+e$.

Table 4: Regression Coefficients between Scope Design and Children Welfare and Safety

Model		Unstandardized Coefficients		Standardization Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.883	.416		6.925	.000
	Defining course of activities	.126	.056	.129	2.142	.033
	Sequencing activities	.035	.079	.026	.440	.660
	Estimation time of activities	.143	.064	.134	2.239	.026
	Scheduling development	.237	.070	.372	4.460	.000

a. Dependent Variable: Children Welfare and Safety

Source: Primary Data (2022)

Data given, evidenced that $Y=2.883 + 0.129 X_1 + 0.026 X_2 + 0.134 X_3 + b_4X_4 + e$ where y=children welfare and Safety. This shows the regression of independent variables was associated with children welfare and Safety except defining course of activities. It demonstrated that defining course of activities is significantly correlated with children welfare and Safety (b=0.129, p-value=0.033). It felt that adjustment in defining course of activities significantly affects children welfare and Safety in Gasabo District. Sequencing activities was insignificantly correlated with children welfare and Safety (b=0.026, p-value=0). It means that sequencing activities did not affect children welfare and Safety. Estimation time of activities was significantly correlated with children welfare and Safety (b=0.134, p-value =0.026). It means that estimation time of activities affects children welfare and Safety.

This study concurs with the conclusions of Naqvi *et al.* (2021) where they determined the contribution of stakeholder communication on project performance with the purpose to examine impact of training, monitoring and evaluation, and management components for sustainability of development project. The research used descriptive statistics employing 13 sets of young persons. Results revealed that effective budget plan, financial management were deemed to lead to project sustainability.

Effect of Budget Design on Child Welfare and Safety in Gasabo District

The project budget design for Keeping Children Safety Project was undertaken in Gasabo District. This was examined based on how budget design was done and applied in the project. This was examined in term of cost estimation, cost budgeting, provision of the basis for budget control, and resource planning. A Likert scale was used as 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A) m 5=Strongly Agree (SA).

Table 5: Project Budget Design Application Gasabo District

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Mean	Std.
	N	%	N	%	N	%	N	%	N	%			
Cost estimation	12	8.3	22	8.0	11	4.0	104	37.7	127	46.0	276	4.1	1.094
Cost budgeting	63	22.8	44	15.9	5	1.8	78	28.3	86	31.2	276	3.2	1.589
Provision of the basis for budget control	53	19.2	51	18.5	19	4.0	65	23.6	96	34.6	276	3.3	1.567
Resource planning	47	17.0	48	17.4	15	5.4	73	26.4	73	33.7	276	3.4	1.515

Source: Primary Data (2022)

The study findings presented in Table 5 give evidences on project budget design in Keeping Children Safety in Gasabo District. In this regard, 46.0% of respondents, mean (4.1) and standard deviation (1.094) strongly agreed with cost estimation. As strongly agreed, 31.2% of respondents, mean (3.2) and standard deviation (1.589), cost budgeting, 34.6, mean (3.3) and standard deviation (1.567) strongly agreed with the provision of the basis for budget control, while 37.3% of respondents, mean 3.5, standard deviation 1.379 strongly agreed with the resource planning.

Quantitative information was relevant with evidences from interview held with Vice Mayor in charge of social affairs in Gasabo District. The vice mayor says “*budget design is very important and undertaken because selecting household and vulnerable children to be protected need budget assessment*”. Results are relevant with findings of Abu-Hanieth, *et al* (2013) who argued that project stakeholders play a role to any project via adequate budgeting and allocation of budgets and other resources for project implementation, budgeting planning intends to revolve problems

related to workers, therefore, it is important to have sufficient time to budget and selection of priorities.

Table 6: Correlation between Budget Design and Children Welfare and Safety

		Reduction of Malnutrition	of Access Education	Reduced to children right abuse
Cost estimation	Pearson Correlation	.232**	.160**	.176**
	Sig.(2-tailed)	.000	.001	.000
	N	276	276	276
Cost budgeting	Pearson Correlation	.284**	.189**	.325**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Provision of the basis for budget control	Pearson Correlation	.845**	.874**	.751**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Resource planning	Pearson Correlation	.887**	.873**	.864**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276

Source: Primary Data (2022)

Results indicates the relationship matrix between budget designs (cost estimation, cost budgeting, basis for budget control, resource planning) and reduction of malnutrition, access to education, and reduced children right abuse). Results show that cost estimation was statistically associated with the reduction of malnutrition on 0.176; the cost estimation was associated with access to education. However, provision of the basis for budget control is correlated with reduction of malnutrition at 0.845** with access to education 0.874** and the reduction of children rights abuse 0.751**. Resource planning is correlated with reduction of malnutrition at 0.887** with access to education at 0.873** and with reduction of children rights abuse at 0.864**. The present research was relevant in comparison with Karlsson (2011) since he established effects of budgeting on project performance. The study discovered that education, culture and financial position were factors impacting methods or models in project management. Therefore, many middle level managers lack power assigned. Most of construction firms were flatter and power was provided to middle management. It was well related to higher level of power in any company and many affect how finances were used.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	.568	.052			11.006	.000
	Cost Estimation	.067	.021	.091		3.124	.002
	Cost budgeting	.139	.023	.192		6.163	.000
	Provision of Basis for Budget Control	.240	.034	.365		7.118	.000
	Resource Planning	.234	.056	.322		4.168	.000

a. Dependent Variable: Welfare and Safety

Source: Primary Data (2022)

Results presented in Table 7 demonstrated that a unit change in cost estimation led to the reduction of malnutrition by 9.1%, cost budgeting led to a change in the reduction of malnutrition by 19.2%. In addition, the provision of the basis for budget control led to a change in the reduction of malnutrition by 3.4% and finally a variation in resource planning reduces malnutrition by 5.6%. Results from the present work concur with Antvik and Sjöholm (2013) by establishing that estimation of cost is deemed to affect project scope, Work Breakdown Structure (WBS) and project plan. Owing to different factors of uncertainties in project, it was very important to reserve some cost allocated to activities with high risk and a low level of information.

Risk Design practices for Keeping Children Safety Project in Gasabo District

The next objective ascertained effect of risk design on children welfare and Safety in Gasabo District through identifying risks, analysing qualitative and quantitative risks and response risks.

Table 8: Risk Design for Keeping Children Safety Project in Gasabo District

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Mean	Std
	N	%	N	%	N	%	N	%	N	%			
Identifying risks	24	8.7	40	14.5	29	10.5	89	32.2	94	34.1	276	3.6	1.309
Analysing qualitative risks	43	15.6	85	30.8	10	3.8	59	21.1	79	28.6	276	3.1	1.506
Analysing quantitative risks	66	23.9	86	31.2	7	2.5	32	11.6	85	30.8	276	2.9	1.619
Analysis response risks	65	23.6	36	13.0	7	2.5	64	23.2	104	37.7	276	3.6	1.635

Source: Primary Data (2022)

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Findings in Table 8 give evidences related to project risk design in Keeping Children Safety Project in Gasabo District. In this regard, 34.1% of respondents, mean (3.6) and standard deviation (1.309) show a strongly agreement on the risk identification design. Moreover, 30.8% of respondents with a mean equal to 3.1 and a standard deviation equal to 1.506 strongly disagreed with the analysis of qualitative risk. The same percentage with a mean equal to 2.9 and a standard deviation equal to 1.619 strongly agreed that Plan International has done a quantitative risk analysis for its project known as keeping children Safety. Finally, 37.0% of respondents, mean (3.0) and standard deviation (1.447) agreed the risk response analysis. The study concurs with an interview with project manager in the District. The project manager remarks *“the beneficiaries assisted the organization and project team to determine risks in selecting vulnerable families and children to be able to improve welfare and security, mainly people in the disadvantaged conditions had many risks that impede project funded by non-Governmental”*.

The present research did not contradict the findings of Selaru (2012) who analysed risks is usually conducted before project execution is restricted in different situations. To coordinate challenges and chances adequately, the analysis would be restated via project, as more and more evidence is clear to the human resource management. Risk management plan was one of the crucial issues of managers and stakeholders who participated in project management.

Table 9: Correlations between Risk Design and Children Welfare and Safety

		Reduction of Malnutrition	Access Education	Reduced to children right abuse
Risk identification design	Pearson Correlation	.843**	.871**	.957**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Qualitative risk analysis	Pearson Correlation	.852**	.873**	.949**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Quantitative risk analysis	Pearson Correlation	.962**	.934**	.863**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276
Risk response analysis	Pearson Correlation	.827**	.843**	.934**
	Sig.(2-tailed)	.000	.000	.000
	N	276	276	276

Source; Primary Data (2022)

The study established the relationship between risk design and children welfare and Safety. Pearson correlation coefficient $r = 0.843$ between risk identification design and high reduced malnutrition was noted. It was 0.871 between risk identification and access to education and 957 between risk identification and reduced children rights abuse. It implies positive correlation between variables. Each of these elements significantly increases welfare and Safety of children

when they are improved. Furthermore, findings evidenced that the correlation between qualitative risk analysis on one hand and reduced malnutrition on the other hand was 0.852**, the correlation between qualitative risk analysis and access to education was 0.873** and the correlation between qualitative risk analysis and reduced children rights abuse was 0.949**. Moreover, quantitative risk analysis is correlated with reduced malnutrition 0.962**, it has a significant relationship with access to education at .934** and with reduced children rights abuse was at 0.863**. Results indicate that a correlation between risk response analysis and reduced children malnutrition was 0.827**, it was .843** between risk response analysis and access to education while it was 0.934** between risk response analysis and reduced children rights abuse. The study concurs with Darnall and Preston (2010) by revealing different risk predicted due to the lack of different long-term strategies.

Table 10: Regression Coefficients between Risk Design and Children Welfare and Safety

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.346	.119		2.919	.004
	Risk identification design	.025	.097	.025	.257	.798
	Qualitative risk analysis	-.113	.098	-.110	-1.156	.250
	Quantitative risk analysis	.856	.052	.915	16.515	.000
	Risk response analysis	.156	.073	.148	2.130	.036

a. Dependent Variable: Children Welfare and Safety

Source: Primary Data (2022)

Results demonstrated that the reduction of malnutrition would be at 0.25, a unit change in risk identification led to the reduction of children malnutrition limited by a factor of 0.97. This study concurs with Slevin and Pinto (2011 where they evidenced that the first step in risk management is information and may be achieved in different ways according to a company and project team. It implies that risk identification relies on previous experience that would be utilized for further projects. For finding the pertinent risks, an allocation needs to be done. It is very pertinent to utilize a method that project team was most familiar with and the project benefited. The purpose was to pinpoint the pertinent issues in order to be aware of them.

5.0 Summary of Findings

The research examined the role of project design on child welfare and Safety in term of project scope design, project budget design, and project risk design. The study started with descriptive statistics for independent and dependent variable.

Effect of Project Scope Design on Child Welfare and Safety in Gasabo District

From results of the study, the first specific research objective was analysed using descriptive and correlation. It was felt definition of activities did not have a relationship with access to education ($r=0.049$, $p\text{-value}=0.414$) and with reduced children abuse ($r=0.074$, $p\text{-value}=0.223$). Results on the relationship between sequence, and reduction of malnutrition ($r=0.119^*$, $p\text{-value}=0.048$). This was associated with each other since the level of significance is less than 0.05 suggesting that a variation in sequence of activities stimulate a reduction in malnutrition. Contrary to insignificant relationship between Sequencing and access to education ($r=0.025$, $p\text{-value}=0.685$), sequencing activities and access to education ($r=0.007$, $p\text{-value}=0.910$) and sequencing activities with the reduction of children right abuse ($r=0.098$, $p\text{-value}=0.105$). Findings demonstrated insignificant association between estimation time and reduction of children abuse ($r=0.05$, $p\text{-value}=0.919$). However, estimation time is positive correlated with the reduction of malnutrition ($r=0.21$, $p\text{-value}=0.044$), access to education ($r=0.102$, $p\text{-value}=0.091$). A statistically correlations between estimation time and malnutrition ($r=0.119^*$, $p\text{-value}=0.048$). There are significant correlations found between scheduling development and the reduction of malnutrition ($r=0.215^*$, $p\text{-value}=0.048$), scheduling development and access to education ($r=0.512^*$, $p\text{-value}=0.036$) and scheduling development and the reduction of children right abuse ($r=0.546^*$, $p\text{-value}=0.023$).

Analysis of Effect of Budget Design on Child Welfare and Safety in Gasabo District

Results from the second objective were ascertained through the cost estimation, cost budget, basis for budget control and resource plan. It has been evidenced the correlation matrix between budget designs and reduction of malnutrition, access to education, and reduced children right abuse. Results show that cost estimation was statistically associated to the reduction of malnutrition (0.176), while cost estimation was associated to the access to education. However, provision of the basis for budget control is correlated with reduction of malnutrition at 0.845** with access to education 0.874** and the reduction of children rights abuse 0.751**. Resource planning is correlated with reduction of malnutrition at 0.887** with access to education at 0.873** and with reduction of children rights abuse at 0.864**.

Risk Design Practices for Keeping Children Safety Project in Gasabo District

The third objective ascertained the effects of risk design on children welfare and Safety in Gasabo District. The measurements of risk design were risk identification, qualitative, quantitative and response risk analysis. This study established a correlation between risk design and children welfare and Safety produced Pearson correlation coefficient $r=0.843$ between risk identification design and high reduced malnutrition. It was 0.871 between risk identification and access to education and 0.957 between risk identification and reduced children rights abuse.

Findings evidenced that the correlation between qualitative risk analysis on one hand and reduced malnutrition on the other hand was 0.852**, the correlation between qualitative risk analysis and access to education was 0.873** and the correlation between qualitative risk analysis and reduced children rights abuse was 0.949**. Quantitative risk analysis is correlated with reduced malnutrition 0.962**, it has a significant relationship with access to education at 0.934** and with reduced children rights abuse was at 0.863**. Results indicate that a correlation between risk response analysis and reduced children malnutrition was 0.827**, it was 0.843** between risk

response analysis and access to education while it was 0.934** between risk response analysis and reduced children rights abuse.

6.0 Conclusion

The study findings demonstrated that research questions were answered. In this regard, the relationship was established between design and children welfare and Safety at Keeping Children Safety Project implemented in Gasabo District. Therefore, there was an increase in defining course of activities affect children welfare and Safety. Sequencing activities did not affect children welfare and Safety. Estimation time of activities affects children welfare and Safety by beneficiaries. Results to the second objective lead the researcher to conclude that holding independent variables constant for estimating costs, budgeting costs, providing basis for budget and resource plan to a constant zero, reduction of malnutrition would be 0.568, a unit increase in constant cost estimation stimulate the reduce malnutrition in grade obtained limited by a factor of 0.23. Results to the third objective lead the researcher to conclude that holding independent variables constant identifying risks, analysing qualitative, quantitative and response risks, identification to a zero constant, the reduction of malnutrition at 0.25 a unit change in risk identification can reduce children malnutrition limited by a factor of 0.97.

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