



**IMPACT OF NON GOVERNMENTAL ORGANISATION PROJECTS ON POVERTY REDUCTION IN RWANDA: A
CASE OF SPARK MICROGRANTS (2018-2021) IN MUSANZE DISTRICT**

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ABSTRACT

The main objective of the study was to analyze the impact of non-governmental organization project on poverty reduction in Rwanda with a reference to Spark Microgrants in Musanze District. The sample size was 286 respondents selected using cluster sampling method from the total population consist of 786 individual beneficiaries of Spark Microgrants interventions distributed in 3 sectors of Musanze District. Questionnaires, interview and observation were used to collect primary data. Descriptive statistics were used where distribution (frequencies, percentages) through statistical package for social sciences (SPSS, 23.0). NGOs projects provided employment generating programs to its beneficiaries where 120 respondents representing 30.9% have strongly agreed to have the statement and the remaining 268 respondents representing 69.1% agreed to the assertion. NGOs provides direct support to vulnerable people among its beneficiaries as the results indicated that 216 respondent representing 55.7% agreed to the statement followed by 152 respondents representing 39.2% having strongly agreed to the affirmation though sensitization for savings, NGOs helped the beneficiaries to develop the culture of saving for the future uncertainties and development so that poverty can be reduced at a sustained basis. NGOs provided psychological support to multiple people in critical situation of poverty, disease, the care for the elderly, sick and children who had various health problems like physical disabilities, mental health and deaf mute disability. The indicators of poverty reduction among the beneficiaries after Spark Microgrants intervention included access to improved means of production, increased income levels and general improvement of lifestyle and standard of living of beneficiaries. The results indicated the pearson correlation coefficient of 0.914 implied that there was a very strong positive correlation among Spark Microgrants beneficiaries in Musanze District. The value of adjusted R squared was 0.819 an indication that there was variation of 81.9% on poverty reduction level among Spark Microgrants beneficiaries in Musanze district due to change in employment generation programs, direct support to vulnerable people, psychological support and sensitization to saving and credit groups at 95% confidence interval. This research recommended to the future researcher to do the related topic to the similar field like the non-governmental organization activities and government development priorities integration in Rwanda.

Key Terms: Project, Poverty Reduction, Direct Support Program, Income, Micro finance, Employment

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INTRODUCTION

Non-government organization (NGOs) have become a very popular sector in developing countries, particularly within the last decade of our democratic dispensation. To many, they are perceived as the most reliable agencies through which poverty is addressed, Unemployment, poverty and inequality are the common place of issues usually addressed by the activities of the non- government organization. This sector consists of organization, not in any way dependent on either, the public or private sector (Swanepoel & Beer, 2016).

During the 1980s and early 1990s, non-governmental organizations (NGOs) proliferated throughout American countries, and their role as planners and implementer of development projects grew dramatically. Political and institutional changes associated with major modifications of state policies have also opened new spaces for NGOs as alternatives to state agencies in efforts to alleviate poverty and promote development, which is no longer the case in the current century (Petras, 2014). Rivera (2013) noted that during the period of military regimes NGOs worked closely with grassroots organizations, providing socio-political support and organization, providing socio-political support and organizational training. However, with the democratic opening, NGOs began to change their activities from providing support to grassroots organizations, to implementing development projects on behalf of government and international development agencies mostly in developing countries suffering from poverty extremely.

It is almost impossible to separate NGOs' work from rural development due to the nature of their activities. Since the work of the non-government organization is always geared towards improving the standard of living and the lives of people, rural areas are the utmost target. About 25% (1.4 billion) of the total population of the world lives in poverty. Edwards (2012) noted that 'one out of every three Africans do not get enough to eat'. His study covering the period of 1988-1990 revealed that 168

million people are victims of chronic hunger, among these ten million African suffer from malnutrition (Lahiff, 2013). NGOs in developing countries reach the poor and promote local participation in the development process. They also define development in terms of a process whereby poor people take greater control over their own lives, rather than as the outcome of particular projects and programs (Lipera, 2014).

According to UNDP (2021), out of 4.6 billion people in developing countries, more than 859 are illiterate, really a billion lack access to improved water sources and 2.4billion lack access to basic sanitation. In Rwanda the poor fall into the category of children, orphans, widows, old people and landless peasants (Sen, 2016). According to NISR (2016), in Rwanda 56.9% of the population was living below the poverty line in 2016 and 37.9% were extremely poor.to address the problem, Rwanda put in place the programs aiming at economic development and poverty reduction providing a medium term framework for achieving the country's long term development aspirations.

Objectives of the Study

- To determine the impact of income generation project on poverty reduction in Musanze District in Rwanda.
- To assess the impact of direct support project on poverty reduction in Musanze District in Rwanda.
- To examine the impact of micro-financing activities on poverty reduction in Musanze District in Rwanda.
- To determine the impacts of Donors willingness to support, Equal treatment of beneficiaries, Government policy on poverty reduction.

RELATED LITERATURE

Conceptual Review

Income generation projects

Non-government organization projects play an important role in promoting sustainable community

development by promoting income generation projects (hibbard and tang,2014). Usually this is accomplished by providing three basic functions service delivery (relief, welfare), education, and public policy advocacy stromquist 2012).

The idea is that NGOS can promote income generation project via three functions microfinance, capacity building and self-reliance. NGOS ought to develop local products and local market; develop social. Capacity and human resources; encourage and motivate people to participate in activities and act as network liaisons between community and system.

Guler (2010) examined NGOS projects are used for aimed at reduction of human suffering and to the development of poor countries (streeten, 2013), they have a significant role to play in supporting women, men and households. The impact of NGOS projects include employment generation ,counseling and support service, awareness raising and advocacy, legal aid and microfinance (desai,2015)the long-term aim for these NGOS projects is to assist in sustainable community development through activities such as promoting agriculture production, enhancing livestock production and initiation of handcraft activities.

A study made by adeyemo (2013) on development and underdevelopment in a comparative perspective found income generation play an important role in global social development-work that has helped facilitate achievements in human development as measured by the UN human development . One of the major strengths of NGOS projects is their ability to maintain institutional independence and political neutrality. Even NGOS projects the donors need to collaborate with government in numerous instances, failure to maintain neutrality and autonomy may severely compromise the legitimacy.

According to the study of suharko (2017) on the impact of NGOs project in Rural poverty reduction in Rwanda have played a significant role in promoting the creation of new job, those projects

are going beyond their primary focus on governments and starting to address large corporations.

Direct support programs to vulnerable people

In order to arrive at the second specific objective, the research has explored the role of direct support programs toward poverty reduction among beneficiaries in Musanze and they mainly support for emergency cases, psycho social support to isolated people and promotion of education initiatives

Micro financing project

In order to arrive at the third specific objective, the research has explored the role of micro financing activities toward poverty reduction among beneficiaries of Spark Microgrants in Musanze District and they mainly include promotion of saving, promotion of joint guarantee, promotion and micro grants provision.

Empirical Review

Direct support to vulnerable people

Promoted homes construction to vulnerable people

Meaning that most vulnerable people like refugees, returnees, people with disabilities and street children who were homeless were provided with houses from Spark Microgrants for better standards of living and poverty reduction

Provided material support for emergency cases

This shows that people like returnees, refugees, genocide survivors, and people infected and affected by HIV/AIDS, street children, patients, prisoners and people in emergency cases like earth quakes and floods got assistance of food, clothes and material aids from Spark Microgrants.

Promoted education initiatives

Spark Microgrants support beneficiaries in the domain of schooling, literacy, vocational training and other training meant to provide the Rwandan population with necessary knowledge that can enable them to undertake appropriate activities to innovate and offer quality serviced. These training

centers focus mainly on automobile engineering, sewing, carpentry, hairdressing, soldering, electricity and plumbing. These training has been conducted on numerous domains, including education to hygiene, child cooperatives management and legislation, trauma management, mutual training, on community responsibility, protection of environment management.

Micro financing project

In order to arrive at the third specific objective, the research has explored the role of micro financing activities toward poverty reduction among beneficiaries of Spark Microgrants in Musanze district and they mainly include promotion of saving, promotion of joint guarantee, promotion and micro grants provision.

Promotion of saving culture reduced poverty

Spark has assisted the beneficiaries to develop the culture of saving to boost the poverty reduction instead of consuming all the income they get from various supports. Income and saving levels among NGOS beneficiaries have improved as result of various interventions through various incomes generating activities and this has greatly led to poverty reduction at high extent. Through sensitization for saving, NGOS helped the beneficiaries to develop the culture of saving for the future uncertainties and development so that poverty can be reduced at a sustained basis.

Promoted joint guarantees to finance

The promotion of joint guarantee enabled the poor with no personal guarantee to support each other to have access to credit since most of beneficiaries had no personal guarantee for bank loan like Umurenge Sacco, and serves Rwanda population throughout the country without any discrimination

Increased income levels determine poverty reduction

The income and saving levels among NGOS beneficiaries have improved as results of various interventions through various incomes generating activities and this has greatly led to poverty reduction at high extent.

Income generation

Promoted agricultural production

This implies that Spark Microgrants has assisted the beneficiaries with some improved seeds farm methods and fertilizers to promote the production from agricultural in order to shift from subsistence to commercialized agriculture to make more income and to improve the standards of living among its beneficiaries in Musanze.

Enhanced livestock production

Spark Microgrants has assisted the beneficiaries with animals husbandry grazing techniques, vaccination and veterinary activities to follow up in order to shift from subsistence to commercializes livestock production to make more income and to improve the standards of living among its beneficiaries in Musanze. All those occupations were created after working with Spark Microgrants and jobless people were reduced. Majority of spark beneficiaries are engaged in subsistence agriculture and small-scale business.

Promoted post-harvesting programs

This means that post-harvesting activities like storage, processing and selling have been promoted and they helped the beneficiaries to improve their income and job creation from spark assistance

Initiated handcrafts activities

This means that the NGOS has initiated some key handcrafts activities to keep some of its beneficiaries working toward income generation and reduce poverty situation

Theoretical Review

Theory of Voluntary Failure

According to Seabe (2011), the theory of voluntary failure on the other hand refuses to acknowledge the existence of NGOs based on the failure of government and markets but proposes that NGOs bear the full responsibility for the delivery of specific public goods and services and suggests that government should intervene when they fail to do so. Non-governmental organizations play an important role in promoting sustainable community development (Hibbard& Tang, 2014). Usually this is

accomplished by providing three basic functions: (1) service delivery (relief, welfare), (2) education, and (3) public policy advocacy (Stromquist, 2012). The idea is that NGOs can promote sustainable community development via three functions: (1) microfinance, (2) capacity building, and (3) self-reliance. NGOs ought to develop local products and local markets; develop social, capacity, and human resources; encourage and motivate people to participate in activities, and act as network liaison between community and system. NGOs are professionally staffed organizations aimed at the reduction of human suffering and for the development of poor countries (Streeten, 2013), they have a significant role to play in supporting women, men, and households. The roles for such NGOs include "counseling and support service, awareness raising and advocacy, legal aid and microfinance" (Desai, 2015). NGOs activities have led to a significant increase in health and education facilities, improved access to potable water sources, provision of employment opportunities and employable skills, which ultimately have lowered poverty levels and improved the quality of lives for the poor and other vulnerable groups, particularly women and children, this study is intended to establish knowledge on the reasons for the failure of community projects initiated by NGOs after those NGOs have stopped their participation in the projects and for our case, there is need to know the extent of sustained poverty reduction indicators among former beneficiaries of NGOs intervention.

Sustainable Community Development Theory

NGOs have shown leadership in promoting sustainable community development. Due to their particular ideology and nature, NGOs are good at reaching out to the poor and remote communities and mobilizing these populations, they can also empower these populations to regain control of their lives and can work with and strengthen local organizations. In addition, such NGOs can carry out projects more efficiently and at lower costs than

government agencies and, most importantly, promote sustainable development (Nikkhah Redzuan, 2010).

Demand Theory

Premised on markets as well as a government failure, suggest that incomplete markets and lack of information, which leads to contract failure, are the main reasons behind the role of NGOs. Ion (2012) notes that the importance of NGOs in economic development relates to the fact that people are dissatisfied with official institutions and their failure to solve the problem of underdevelopment and poverty. Unlike the supply-side approach where NGOs directly provide services to the people, the demand-side NGOs play indirect roles. The demand-side role of GOS can be seen as being an articulator of the people's voice. NGOs mobilize and clarify the demand for service, from both the government and the market, so that the people can achieve their goals. In the context of service delivery, generally. NGOs seek to improve the access of the people to the services provided by the state. NGOs also engage in policy advocacy to influence public policies concerning poor people.

NGO theory

Basing on different authors and contributors about NGO theory, they have all revolved around the following NGO projects which help to reduce poverty among the beneficiaries used in organization namely: employment generation project, direct support on vulnerable people and micro-financing activities which are discussed below.

Conceptual framework

The study was being intended to establish the relationship between the independent variable which is the role of non-government organization services and the dependent variable which is poverty reduction as well as intermediate variables and was developed from the analysis of findings from the literature review.

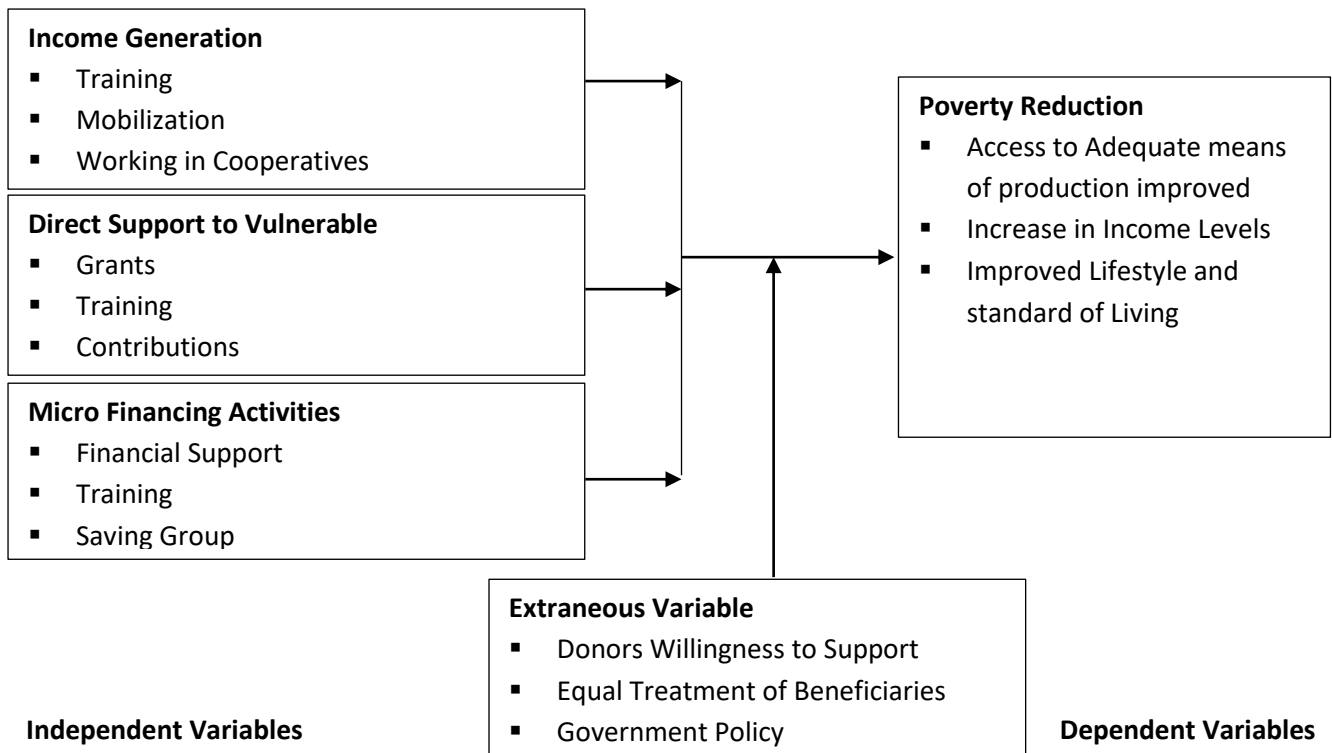


Figure1: Conceptual Framework

METHODOLOGY

The study used a descriptive design with both qualitative and quantitative data to describe the situation before and after the intervention of NGOs and evaluate its impact in poverty reduction among beneficiaries in Musanze district this research was conducted from Spark Microgrants in the Northern Province, Rwanda. The study used both quantitative and qualitative methods.

STUDY FINDINGS

The impact of income generation projects on poverty reduction

The study first sought to determine the impact of income generation projects on poverty reduction in Musanze district. Hence, respondents were requested to indicate their level of agreement or disagreement on the statements related to income generation projects, to demonstrate whether they are applicable in this project and how they influence on poverty reduction. Responses were summarized by mean and standard deviation and are presented in Table 1 below.

Table 1: The impact of income generation projects on poverty reduction

Statements	Mean	Std. Dev.
Income generation projects have positive effects towards the poverty reduction	4.05	0.387
The beneficiaries are selected based on an individual's life capacity	3.65	0.221
An organization obliges leaders to have specific sets of abilities at different rate of income generation	3.98	0.191
Poverty for household are criteria of the capability to be selected	4.01	0.267
In spark, effective hierarchical reports is applied to ensure a sound organization	3.89	0.214
Different ages are criteria of the capability to be selected	3.99	0.210
Training for beneficiaries is necessary for effective of job creation	3.78	1.21
NGOS projects needed in the poverty reduction	3.99	0.147

Source: Primary data 2021

Table 1 showed that most of the respondents (Mean=4.05=0.387) agreed that income generation projects have positive effects towards the poverty reduction and the beneficiaries are selected based on an individual's life capacity (Mean=3.65, SD=0.221). Besides, most of the respondents (Mean=3.98, SD=0.191) supported the argument that an organization obliges leaders to have specific sets of abilities at different rate of income generation and Poverty for household are criteria of the capability to be selected (Mean=4.01, SD=0.267), In spark, effective hierarchical reports is applied to ensure a sound organization (Mean=3.89, SD=0.214) and Different ages are criteria of the capability to be selected (Mean=3.99, SD=0.210). However, the majority of the respondents (Mean=3.78, SD=1.21) failed to agree on whether Training for beneficiaries is necessary for effective of job creation. Finally, most of the respondents (Mean=3.99, SD=0.147) supported the argument that Effect of NGOS projects needed in the poverty reduction in Musanze District. This, therefore, indicated that the impact of income generation projects were being effectively to be used in NGOS project by considering the involvement of Income generation projects have positive effects towards the poverty reduction. The beneficiaries are selected based on an individual's life capacity, An organization obliges leaders to have specific sets of abilities at different rate of income generation, Poverty for household are criteria of the capability to be selected, Poverty for household are criteria of the capability to be selected, In spark, effective hierarchical reports is applied to ensure a sound organization, Training for beneficiaries is necessary for effective of job creation, NGOS projects needed in the poverty reduction.

These findings corroborated with Batt (2002) who indicated that NGO projects that put more emphasis on supporting beneficiaries to get occupation through income generation, and to

select beneficiaries without focusing on personal emotion .and let the beneficiaries play a big role in the project would get better and satisfactory results on poverty reduction. The findings also indicated that trainings were also the key for changing the mind set of beneficiaries in the mirror of their future life. These findings are supported by Kaniaru (2014) who indicated that the NGOS projects goes with income generation for the purpose of poverty reduction , some criteria to select the beneficiaries, and different report to the partners to verify the process enhance the NGOS project to be used for poverty reduction . Furthermore, the current findings indicated that income generation is continuously used to enhance their level of working and enable them to choose their tasks and ensure poverty reduction. This corroborates with Carbone and Gholston (2014) who showed that formal training in NGOS project geared towards developing the beneficiaries in changing life style and working with future target. However, this is not usually observed since many NGOS project were implemented, based on their level of poverty beneficiaries were rated on, and then some form of training is provided during the implementation of the projects. Nevertheless, these findings disagree with Karoki (2013) who echoed that beneficiaries must be trained before the implementation of the project.

The impact of direct support projects on poverty reduction

The study also wanted sought to assess the impact of direct support projects on poverty reduction in Musanze district. Hence, respondents were requested to indicate their level of agreement or disagreement on the statements related to direct support to demonstrate whether they were applicable in this project and how they influence on poverty reduction. Responses were summarized by mean and standard deviation and are presented in Table 2 below.

Table 2: The impact of Direct support project on poverty reduction

Statements	Mean	SD
Direct support project is necessary for poverty reduction	4.36	0.871
Choose people from the same category can be a good way to select beneficiaries	3.87	0.236
Direct support project is one of the types in rural area to improve lifestyle of people	3.89	0.321
In spark as NGO, you use leaders to select beneficiaries as a good way	4.32	0.378
Training are included in direct support is sufficient	3.68	0.214
In spark as NGO, you have government as your partners which allows people to access other profits from government	3.76	1.265
Doing follow up after providing direct support help in managements of projects	3.98	0.241
Grants is well managed to help vulnerable people in future	4.02	0.367

Table 2 showed that most of the respondents (Mean=4.36 =0.871) agreed that Direct support project is necessary for poverty reduction and Choose people from the same category can be a good way to select beneficiaries (Mean=3.87, SD=0.236). Besides, most of the respondents (Mean=3.89, SD=0.321) supported the argument that Direct support project is one of the types in rural area to improve lifestyle of people, (Mean=4.32, SD=0.378) In spark as NGO, you use leaders to select beneficiaries as a good way. Trainings were included in direct support is sufficient (Mean=3.68, SD=0.214) and in spark as NGOs, you have government as your partners which allows people to access other profits from governments (Mean=3.98, SD=0.241). However, the majority of the respondents (Mean=3.76, SD=1.265) failed to agree on whether Doing follow up after providing direct support help in managements of projects. Finally, most of the respondents (Mean=4.02, SD=0.367) supported the argument that Grants is well managed to help vulnerable people in future in Musanze district. This, therefore, indicated that the NGOS project under consideration has support for beneficiaries which indicated by proper projections of the direct support for vulnerable people for the NGOS project as well as tracking the poverty reduction among the beneficiaries. This has improved the life of household of the whole beneficiaries of the project in terms money, food, house, insurance etc. Therefore, the activities such as paying health insurance, buying food, school fees and house

construction, and tracking the use of those direct support allocated to different project activities existed in the project and can lead to the poverty reduction. Findings also implied that the direct support ensured the proper utilization of project funds and budget to ensure that the beneficiaries are active , having target and they are capable for managements .this increase the trust among at high level where donors feel motivated to see beneficiaries remain the same and are maintained over all the project phases and ensured that funds are disbursed to project activities with high trust of having good future and their lifestyle to be changes completely.

The findings of the current study are in line with the findings of the previous studies documented in the literature. For instance, the findings support the findings of Umulisa *et al.*, (2015) who indicated that direct support for vulnerable people enhanced the poverty reduction caritas project in Musanze, Rwanda. Findings also agree with Guoli (2010) who also found that doing follow up after providing direct support and providing some training to the beneficiaries ,working with government as partner and grant managed by beneficiaries enhance the poverty reduction while working alone as NGOS and not giving enough time the beneficiaries to be on top for supporting them to solve direct problem will have a possibility of project stoppage. The findings concur with Gashuga *et al.*, (2016) who noted that the choosing people from same category, and using direct support in rural area resulted in the enhanced the beneficiaries to be

part of the implementation of the project for the purpose of poverty reduction, and minimized the general risk of the poverty, and Ochieng, (2014) who revealed that enough efforts to monitor and control training of beneficiaries can be a key to discover how they are committed and how implementation will give positive results which in turn enhance the poverty reduction.

Findings also implied that the direct support for vulnerable people ensured the proper utilization of project funds and budget to ensure that the project target remain the same and are maintained over all the project phases and ensured that beneficiaries are active in project implementation. This supports the findings of Kogi, (2013) who highlighted that doing follow up after providing direct support is one

of the basic conditions for smooth project activities and operations without stoppages and unnecessary disruptions of the cost and time which in turn enhance the poverty reduction.

Impact of micro-financing projects on poverty reduction

The study also wanted to examine the impact of micro-financing projects on poverty reduction in Musanze District. Hence, respondents were requested to indicate their level of agreement or disagreement on the statements related to micro-financing to demonstrate whether they are applicable in this project and how they influence on poverty reduction. Responses were summarized by mean and standard deviation and are presented in Table 3 below.

Table 3: Impact of micro-financing on poverty reduction

Statements	Mean	SD
Micro-financing activities leads to the success of spark project	4.15	0.682
Training is one among the micro financing activities for poverty reduction	4.05	0.361
Beneficiaries are selected at village level as a good way in selection	3.88	0.231
Financial support is used by beneficiaries for poverty reduction	3.79	0.148
Avoiding miss management of grants leaders are the one to do follow up	3.78	1.07
The beneficiaries have right to report any problem of micro financing activities	3.91	1.17
Trust between leaders and beneficiaries is a good way for management of the project	3.87	0.214
Saving group is used for improving likelihood of beneficiaries	3.99	0.127

Source: Primary data, 2021

Table 3 showed that the majority of the respondents (Mean=4.15, SD=0.682) supported the statement that Micro-financing activities leads to the success of spark project and Training is one among the micro financing activities for poverty reduction (Mean=4.05, SD=0.361). Similarly, the majority of the respondents agreed that Beneficiaries are selected at village level as a good way in selection (Mean=3.88, SD=0.231), Financial support is used by beneficiaries for poverty reduction (Mean=3.79, SD=0.148), (Mean=3.87, SD=0.214) the trust between leaders and beneficiaries is a good way for management of the project. However, the majority of the respondents (Mean=3.78, SD=1.07) failed to agree on whether the avoiding miss management of grants leaders are the one to do follow up , (Mean=3.91,

SD=.1.17). Finally, most of the respondents (Mean=3.99, SD=.127) supported the argument that saving group is used for improving livelihood of beneficiaries in Musanze district. This, therefore, implies that Micro-financing activities leads to the success of spark project and Training is one among the micro financing activities for poverty reduction ,Beneficiaries are selected at village level as a good way in selection , Financial support is used by beneficiaries for poverty reduction ,the trust between leaders and beneficiaries is a good way for management of the project ,avoiding miss management of grants leaders are the one to do follow up , and saving group is used for improving livelihood of beneficiaries in Musanze district to ensure adequate quality and safety of between the owner of the project and beneficiaries. This will in

turn enhance poverty reduction in terms of micro finance, management, selection of beneficiaries, and saving groups.

The findings of the current study agree with the findings of previous studies. For instance, the findings corroborate with Abu El-alkass, (2012) who indicated that micro financing in projects was necessitated by the need to sustainability of the project and profitability which were either on supporting beneficiaries to have occupation by using the micro or having the business in the village for improving their life through the projects. The study findings agree with Plenert and Best (2012) who indicated that selecting of right beneficiaries increases the percentage of poverty reduction by working with people who are in the real situation, and by people who need the support to survive with Kress, (2014) study on the effect of

micro financing activities on poverty reduction, which found that saving group is the most high key to reach on poverty reduction.

The impacts of Donors willingness to support, Equal treatment of beneficiaries, Government policy on poverty reduction

The study also sought to determine the impact of Donors willingness to support, Equal treatment of beneficiaries, Government policy on poverty reduction in Musanze district. Hence, respondents were requested to indicate their level of agreement or disagreement on the statements related to Donors willingness to support, Equal treatment of beneficiaries, Government policy to demonstrate whether they are supportive in this project and how they influence on poverty reduction. Responses were summarized by mean and standard deviation and are presented in Table 4 below.

Table 4: Impacts of Donors willingness to support, Equal treatment of beneficiaries, Government policy on poverty reduction

Statements	Mean	SD
The willingness from donars can support in poverty reduction	3.78	.267
Beneficiaries are treat at the same level in term of support	3.67	1.362
Government support in doing follow up after graduation	3.78	0.241
Training from government help the beneficiaries to be motivated	4.08	0.527
To support people from rural area indicated by government	3.62	0.372
Doing follow up by donars can lead on positive management	3.97	0.297
Working with all categories can increase participation among the beneficiaries	3.77	1.36
Giving the same chance to beneficiaries can lead to the poverty reduction	3.98	0.126

Source: Primary data, 2021

Table 4 showed that the majority of the sampled respondents agreed to the statements that the willingness from donors can support in poverty reduction (Mean=3.78, SD. =0.267). Similarly, respondents agreed that Beneficiaries are treat at the same level in terms of support (Mean= 3.78, SD. =0.241) and government support in doing follow up after graduation (Mean= 4.05, SD.= 0.527) and the majority of respondents agreed that Training from government help the beneficiaries to be motivated (Mean=3.62, SD=0.372) and to support people from rural area indicated by government (Mean=3.97, SD=0.297). However, most of the respondents

failed to agree on whether the Doing follow up by donors can lead on positive management (Mean=3.77, SD=1.36) and on whether Working with all categories can increase participation among the beneficiaries (Mean= 3.67, SD. =1.362). Finally, the majority of the respondents (Mean=3.98, SD. =.126) supported the argument that Giving the same chance to beneficiaries can lead to the poverty reduction. This is therefore an indication of the Donors willingness to support, Equal treatment of beneficiaries, Government policy under study was done properly as indicated by willingness from donors can support ,Beneficiaries are treat at the

same level in terms of support activity sequencing, government support in doing follow up after graduation ,Working with all categories can increase participation among the beneficiaries, Training from government help the beneficiaries to be motivated and support people from rural area indicated by government , Giving the same chance to beneficiaries can lead to the poverty reduction , This has enhanced the poverty reduction in terms of willingness, government policy, treatment of beneficiaries in implementing the project.

The findings of the current study agreed with the findings of the previous studies. For instance, the findings agree with Lloyd (2013) who indicated that Donors willingness to support has impact on poverty reduction and highlighted that donors support is the most in supporting poor people even in starting and ending all activities of projector doing advocacy for the problem of the beneficiaries is based on willingness. The findings also agree with

the findings of Joshi and Patil, (2013) who noted that for a project to be completed successfully Equal treatment of beneficiaries is the key. However, the findings of the current study disagree with Telsang, (2014) who echoed that Government policy does not always guarantee that the desired goal was achieved due to the occurrence of events that are not anticipated regardless of how government policy are motivating donors to participate ,selection of beneficiaries was vigorously done.

Correlation Analysis

To estimate the correlation between the study variables, the study used the Pearson Product Moment Correlation coefficient (r) as a way to determine the correlation between the independent variables (employment generation, direct support, micro financing activities) and the dependent variable (poverty reduction).

Table 5: Correlation analysis Matrix

Model variables		Poverty reduction	Employment generation	Direct support	Micro financing activities
Poverty reduction	r	1			
	Sig. (2)				
	n	286			
Employment generation	r	0.527*	1		
	Sig. (2-)	.000			
	n	286	286		
Direct support	r	0.805*	0.759**	1	
	Sig. (2-)	0.000	0.000		
	n	286	286	286	
Micro financing activities	r	0.547	0.304**	0.271	1
	Sig. (2-)	0.02	0.027	0.091	
	n	286	286	286	286

** Correlation is significant at 10% level (2-tailed)

*Correlation is significant at 5% level (2-tailed)

Table 5 showed that there was a positive and statistically significant ($r=0.527$, $p\text{-value}=0.00<0.05$) correlation between employment generation and the poverty reduction under study. This implies that once the effectiveness of employment generation improves, the poverty reduction will improve proportionately. This, therefore, indicates that for

any NGOS projects to be successful there is a need new job created, training for beneficiaries, mobilization in the village and working in cooperatives among the beneficiaries. Table 5 also shows that there was a positive and statistically significant ($r=0.805$, $p\text{-value}=.001<0.05$) correlation between direct support and the poverty reduction

under study. This implies that providing some grant to resolve direct problem for beneficiaries, training and contributions of beneficiaries play a big role in poverty reduction in terms of motivation and sustainability as well as the project outcomes. Besides, there was a positive and statistically significant ($r=0.547$, $p\text{-value}=0.002<0.05$) correlation between micro financing activities and the poverty reduction under study. This implies that financial support needed in implementation of the project, working in groups especially in saving group have a big impact on poverty reduction effective communication of the material needs to the project personnel, provision of sufficient and appropriate material, proper estimation and allocation of material costs, right quality materials, and proper material handling practices would likely enhance the performance of the project in terms of quality, cost and time.

Table 5 also showed that there was a positive and statistically significant ($r=0.673$, $p\text{-value}=0.011<0.05$) correlation between time planning and the performance of the project under study. This implies that a positive change in the time planning practices in terms of effective activity definition, activity sequencing, accurate activity duration estimation, and schedule development would result in a positive and proportional change in the performance of the project under study. Furthermore, findings indicated that there was a positive and statistically significant ($r=0.673$, $p\text{-value}=0.002<0.05$) association between stakeholders' involvement in project planning and the performance of the project under study. This implies that a positive change in early identification of stakeholders, their needs and expectations towards the project, informing them of the project progress and involving them in decision making and as well as all the project team members in project planning would lead to a proportional positive change in the project performance terms of quality, timeliness, cost schedules, and budget as well as the beneficiaries' expectations. Table 5 also shows that there was a positive and statistically significant

($r=0.587$, $p\text{-value}=0.012<0.05$) correlation between stakeholders' involvement and the performance of the RDDP project. This implies that a positive change in the stakeholders' involvement in the planning phase of the project would result in a positive and proportional change in the performance of the RDDP project under study.

Based on the above results, it is therefore evident that there were positive and significant associations between project performance and all the independent variables namely human resource planning, financial resource planning, material planning, and time planning as well the moderating variable, stakeholders' involvement in the project planning. These findings agree with the findings of the previous studies document in the literature such as Belout and Gauvreau (2004) who indicated that there was a positive correlation between the planning of Human resources, time planning, material resource planning, financial planning, and project performance, and Wright (2009) who also confirmed that there was a direct connection between a selection of human resources, material planning, financial planning and time management with project performance. On the other side, the current findings support the findings of Kihuha, (2018) who found that stakeholders' involvement in the project planning phase significantly determines project success. The current findings also agree with Mburu, (2018) who indicated that there was a positive and insignificant association between stakeholder's involvement and project success and performance.

NGOS projects

The study wanted to analyse the impact of NGOs project on poverty reduction in Musanze district. Hence, respondents were requested to indicate their level of agreement or disagreement on the statements related to NGOS project measures to demonstrate whether they are applicable on poverty reduction. Responses were summarized by mean and standard deviation and are presented in Table 6 below.

Table 6: NGOS project (Spark Microgrants) indicators

Statements	Mean	SD
Project was completed within budgeted costs	3.78	0.741
Project was completed within the planned time	3.71	0.021
Deliverables met the specifications in the planning stage	3.72	0.124
Project outcomes meet the expectations of the beneficiaries	3.74	0.347
Project was completed within the acceptable minimum project safety standards	3.78	0.123
Participants are satisfied with the project' operational structure and outcomes	3.98	0.281
Beneficiaries are satisfied by the project's outcomes	3.12	1.27
Project was completed within acceptable quality standards and specifications	3.23	1.24

Source: Primary data, 2019

Table 6 indicated that the majority of the respondents (Mean=3.78, SD=0.741) agreed that the Project was completed within budgeted costs and the project was completed within planned time (Mean=3.71, SD=0.021) and its deliverables met the specifications in the planning stage (Mean=3.72, SD=0.124). Similarly, most of the respondents supported the argument Project outcomes meet the expectations of the beneficiaries (Mean=3.74, SD=0.347), the project was completed within the acceptable minimum project safety standards (Mean=3.78, SD=0.123) and the project participants are satisfied with the project' operational structure and outcomes (Mean=3.98, SD=0.281). However, respondents failed to agree on whether the project beneficiaries are satisfied by the project's outcomes (Mean=3.12, SD =1.27) and on whether the Project was completed within acceptable quality standards and specifications (Mean=3.23, SD. =1.24). This, therefore, indicates that Spark Microgrant identified support and practices adopted by the beneficiaries and donors have translated in the poverty reduction in terms of timely completion of the project, completion of the project within the budget specifications, meeting the deliverable specifications, meeting the beneficiaries' expectations and the minimum safety standards as

well as the expectations of the project team. However, it was clear from the findings that Spark Microgrants adopted have ensured the satisfaction of the beneficiaries and the acceptable quality standards and specifications by the beneficiaries.

These findings are in line with the findings of the previous studies. For instance, the findings corroborate with the findings of Kress (2014) who indicated that NGOS project are the one to support governments in development people to change their life from poverty. The findings also agreed with Muute and James (2018) who echoed that poverty reduction is related to direct support to beneficiaries by giving them few money, school fees for their children, constructing their house to meet their expectations in terms of the fact that a given support creates the expected result with the least possible defects.

Regression Analysis

The researcher conducted a multiple regression analysis to determine the change in the NGOS project on poverty reduction because of change in the four independent variables and the results are depicted in the table of model summary, analysis of variance, and model coefficient in the following sub-sections.

Table 7: Model summary

Model	R	R Square	Adjusted R Square	Sign'.
1	0.787	0.677	0.627	0.001

A. Predictor (s): (Constant), employment generation, direct support, micro financing activities

B. Dependent variable: poverty reduction

Table 7 indicates that the coefficient of correlation, R was 0.787. This implies that there is a strong and positive relationship between NGOS project and poverty reduction under study. This is an indication that an increase NGOS project causes an improvement of poverty reduction. Besides, the coefficient of determination (adjusted R square) was 0.627. This indicates that employment generation, direct support, micro financing activities explain 62.7% of the variations in the poverty reduction under study. Moreover, the significance value was .001<0.05, indicating that employment generation are a significant determinant of poverty reduction. Therefore, the study finding inferred that a good poverty reduction score is directly related to good implementation of employment generation

supported by NGOS projects. These findings are supported by Mkutano (2018) who also found a positive and significant relationship between NGOS projects and poverty reduction . The findings are consistent with the findings by Ngundo and James (2018) who also concluded that NGOS projects require having a project plan that clearly states the project goals and objectives for them to perform highly and Failure to do this would lead to the unsuccessful implementation of projects. These findings concur with the findings of Buba and Tanko (2017) that also showed that the ability of the beneficiaries in giving direction is the best and contributes to the best artistic quality of the project and also leads to better inter-functional relationships.

Table 8: Analysis of variance

	Sum of Squares	DF	Mean Square	F	Sig.
Regression	964	1	0.964	1.465	0.227
Residual	249.827	284	.0.658		
Total	243.811	285			

- A. Predictor (s): (Constant), employment generation, direct support, micro financing activities
- B. Dependent variable: poverty reduction

Table 8 showed the results for the model and indicates that the overall model is significant, that employment generation, direct support, micro financing activities are good joint explanatory variables for poverty reduction (F = 51.477, p-value=0.000). The findings imply that all the

independent variables were statistically significant in explaining changes of NGOS project on poverty reduction. This is demonstrated by a p-value of 0.000 which is less than the acceptance critical value of 0.05. The regression Coefficients of the Model are indicated in the table below.

Table 9: Regression Model coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std Error	Beta		
Constant	0.367	0.018	-	1.274	0.000
Employment generation	0.147	0.073	0.169	2.413	0.008
Direct support	0.394	0.095	0.582	4.163	0.000
Micro financing activities	0.308	0.148	0.897	2.184	0.041

- a. Predictor (s): (Constant), employment generation, direct support, micro financing activities
- b. Dependent variable: poverty reduction

Based on the results in Table 9, the specified regression model would be re-written as follows:

$$Y = .367 + .147X_1 + .394X_2 + .308X_3 + .206X_4 + .218X_5 + e$$

Therefore, by using the regression equation above, it is indicated that holding all factors (employment generation, direct support, micro financing activities) constant, the poverty reduction would be

equal to 0.367. Moreover, the results in Table 9 indicated that the relationship between employment generation and poverty reduction was positive and significant ($\beta=0.147$, p value=.048). This implies that an increase in the effectiveness of employment generation by 1 unit leads to improved of poverty reduction under study by 0.147 units. These findings concur with Armstrong and Murlis, (2014) who also found that employment generation significantly influences in poverty reduction and contradict with Bratton and Gold, (2007) who indicated that direct support does not significantly determine poverty reduction but through a good implementation of the NGOS project might bring about proliferation in the in productivity of targets.

Besides, the results in the table and based on the equation above further indicate that direct support and poverty reduction had a positive relationship ($\beta=0.394$, p -value=.000). This implies that an increase in the effectiveness of direct support by 1 unit leads to improved poverty reduction 394 units. This agrees with Antvik and Sjöholm (2013) who also showed that training, mobilization and grant to be grounded on the support of the NGOS project and established that direct support significantly and positively affects poverty reduction. Findings also indicated that micro financing activities had a positive relationship with poverty reduction ($\beta=0.308$, p -value=0.041). This implies that an increase in the effectiveness of micro financing activities by 1 unit leads to improved poverty reduction by .308 units. This finding corroborates with Plenert and Best (2012) who identified that micro financing activities increases the poverty reduction by bringing about large decreases in the number of poor people, carrying and and Kress (2014) who also found that micro financing activities improves the poverty reduction.

Hypotheses testing

To verify the research hypotheses, the t-values were used as follows.

- H_0 : employment generation has no significant influence on poverty reduction, in Musanze district

- H_1 : employment generation has a significant influence on the poverty reduction Musanze district

On this hypothesis, the results indicated that $\beta_{01}=0.147$; $t= 2.413$; $p=0.08 < 0.05$. Hence, the H_{01} was rejected and H_1 accepted leading to the conclusion that employment generation significantly influence on poverty reduction, in Musanze District. This finding corroborates with Njogu (2016) who also showed that there was a positive and significant relationship between training and poverty reduction and Armstrong and Murlis (2014) on the study of the impact of employment generation on poverty reduction and found that strategies of training contribution of beneficiaries are a significant and positively form part of the poverty reduction. However, the findings contradict the findings of Yang *et al.* (2011) that showed that training and contribution of beneficiaries does not significantly effect on poverty reduction.

The second hypothesis was:

- H_{02} : direct support has no significant influence on the poverty reduction, in Musanze district
- H_2 : direct support has a significant influence on the poverty reduction, in Musanze district

On the second research hypothesis, the results indicated that $\beta_{02}=0.394$ $t= 4.163$; $p=0.000 < 0.05$. Hence the H_{02} was rejected and H_{12} accepted leading to the conclusion that direct support has a significant influence on poverty reduction, in Musanze district. The finding concurs with Umulisa *et al.* (2015) who indicated that grant that there was a positive and significant relationship between direct support and poverty reduction. However, the current findings are contradicted by Obegi and Kimutai (2017) who indicated that direct support insignificantly effects on poverty reduction.

The third hypothesis was:

- H_{03} : micro financing activities has no significant impact on the poverty reduction, in Musanze district.

- H_{13} : micro financing activities has a significant impact on the poverty reduction, in Musanze district.

On this, the results indicated that $\beta_{03}=.308$; $t=2.184$; $p=0.041 < 0.05$. Hence the H_{03} was rejected and H_{13} accepted leading to the conclusion that micro financing activities has a significant influence on the poverty reduction, in Musanze district. The study findings agree with Plenert and Best (2012) who indicated that micro financing activities increases the poverty reduction by bringing about large decreases in the number of who live without any saving and concurs with Kress (2014) study on the impact of micro financing activities on project poverty reduction, which found that good management of grant improves poverty reduction among the beneficiaries.

CONCLUSION AND RECOMMENDATIONS

Conclusion the impact of NGOs project on poverty reduction to beneficiaries in musanze district were examined and they included promotion of agriculture area production, enhancement of livestock production, post harvesting activities, promotion of handcraft activities and shopkeeper business that increased the income levels and improved the standards of living of beneficiaries in Musanze District.

The research has explored the impact of direct support toward poverty reduction among beneficiaries in Musanze district. These included homes construction to vulnerable people, material support for emergency case, psychosocial support to isolated people and promotion of education initiatives. In addition, the research has explored the impact of micro financing activities toward poverty reduction among the beneficiaries of spark

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microgrant in Musanze district In addition, and they mainly include promotion of saving, promotion of joint guarantee, promotion of cooperatives based on mutual trust for resources mobilization and micro grants provision.

It was observed that some statements were not convincing to respondents as per their views. The research hereby recommends to Non-Government Organizations project the following:

- Providing and developing more agriculture and livestock initiatives as the majority of Rwandan poor people are engaged in these key economic area
- Enhancing the saving culture among beneficiaries to ensure a sustained poverty reduction
- Strengthening adhesion to cooperatives among beneficiaries for ownership and mutuality

Suggestions for further researches

The study recommended that other studies be undertaken on the similar field like non-governmental organization projects and governmental development priorities integration in Rwanda and using a large sample size to enable the generalization of the findings. Further, the study showed that the project NGOs project accounted for 62.7% of the variations in the poverty reduction under study. The study therefore recommends that other studies should be undertaken to identify factors that contribute to 37.3% of the poverty reduction. Employment generation had the most bearing influence on the poverty reduction ($\beta=.394$). Hence, this study recommended that another study be conducted on the impact of employment generation on poverty reduction on a separate basis. Looking at it separately will allow for detailed analysis of various practices to be done.

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