

Project Communication Management And Performance Of Selected Non-Governmental Organization Projects In Kigali Rwanda

A Case of Profifa Project

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Abstract

The purpose of this study was to examine the role of communication management on Performance of selected Non-Governmental Organization Projects in Kigali Rwanda using a case of Promotion for financial inclusion for smallholder farmer's project. The specific objectives were to assess the effect of communication plan, communication implementation and communication control on project Performance. This study allowed to put into practice and to enrich knowledge acquired in project management. Scholars and researchers found this study as useful source of reference material for future studies on a related field or subject. This study used theory of change, and social information processing theory of communication. The study used a descriptive research design with a correlation regression effect with both qualitative and quantitative approaches. The population of this study was 1238 of smallholders and 10 project team members; the researcher selected a sample size of 302 respondents using both purposive and simple random sampling techniques. Both questionnaire and interview guide were used to collect information from respondents and key informants. The researcher generated descriptive statistics and inferential statistics to establish correlation and regression analysis. Results to the first objective felt that the most commonly adopted communication plan parameters were plan of content of the communication (81.3%), and the frequency of information needed was adequately designed (71.8%). Correlational results show a significant correlation between the plan of frequency of information needed and timely delivered to beneficiaries ($r=0.206$; $p\text{-value}=0.000$). The study felt that the design of frequency of information needed is significantly affecting the timely delivered of PROFIFA project to beneficiaries ($b=0.199$; $p\text{-value}=0.001$). Results to the second objective revealed that the most commonly used communication implementation approaches were the nonverbal communication (86.3%), sharing and distributing information (75.5%). The study show that written communication is significantly correlated with quality of services ($r=0.122^*$; $p\text{-value}=0.035$), nonverbal communication is correlated with quality of services ($r=0.123^*$; $p\text{-value}=0.034$). Written communication is affecting the quality of services ($b=0.140$; $p\text{-value}=0.016$), and nonverbal communication is affecting the quality of services ($b=0.138$; $p\text{-value}=0.019$). Results to the third objectives revealed that the most commonly used parameters for communication control were verification of procedure efficiency (69.1%), and establishment of corrective measures (68.4%). Correlation results demonstrated significant correlations between corrective measures and timely delivered of services to beneficiaries ($r=0.105$, $p\text{-value}=0.071$). A regression analysis found significant effect between corrective measures and project timely delivered to beneficiaries ($b=0.115$; $p\text{-value}=0.049$). The study concludes that effective communication practice greatly impacted the performance of PROFIFA project in Nyamagabe District, Rwanda. The study recommends that managers to come up with the best communication model. Managers should ensure that decisions made rely on input of all members.

Keywords: *Project Communication Management, Communication Plan, Communication implementation, Communication Control, Quality Delivery, Timely delivery.*

1. Introduction

A project can make use of countless research, statistics, and methodologies but without proper communication, most things have fallen apart, it is why the purpose of this study was to examine how communication affects project performance by using PROFIFA as a case study. PROFIFA aimed to link small-scale farmers to the financial sector so they can have access to credit. Joslin and Müller (2015) mention that communication continues being the main reason for the failure of many projects, a lack of communication is a major red flag in all companies, businesses, and organizations.

Communication is the heart of implemented projects of the construction industry, where project managers consume 90% of their time communicating with project participants. According to the Project Management Institute, the lack of communication leads to project failures over 30% of the time in such a sense, it is also very important to examine the role of communication in Project Performance in farmer financial inclusion projects to increase the level of communication. Limited published data was available on the role of communication in farmer's projects; it is a great significance to carry out this research project to add information to the gap in literature exists.

For the accomplishment, the researcher will always use each finding to lead him to something else. This study seeks to examine the role of project communication management on performance of non-governmental organization project.

The research objectives were:

- (i) To establish the effect of communication plan on the performance of PROFIFA project;
- (ii) To ascertain the effect communication implementation on the performance of PROFIFA project;
- (iii) To determine effect of communication control on performance of PROFIFA project.

2. Review of Literature

Cheung et al. (2013) assessed the role of liaison with project manager's skills in managing time scheduling and project quality outcomes. They used regression analysis to show the relationship between communication skills and to manage project performance. The study findings figured out that communication skills were critical to the success of project in maintaining quality of results and timely delivery. Results also set off project companies to the profits of project managers in enhancing their communication skills. The study concluded that communication plays a major role in completing project tasks on time. As results, project communication also affects the quality of the project.

A study carried out by Joslin and Müller (2015) on project communication, personal commitment, social networks, and perceived performance of the project. The study used a correlational research design on a sample of 345 respondents. The results of the study show that there are notable positive associations between project communication, distinguished performance of the project, personal commitment and social networks. Effective project communication, social networks and personal commitment have led to the conclusion that conditions and social networks for better performance of citizenship schemes in commercial banks in Uganda.

A study done communication management plan by Saunders, et al., (2012). The study used a descriptive research design and theoretical framework suggests using the following sources of information for this purpose: lessons learned information, organizational chart, external needs, and interviews with stakeholders, stakeholders' analysis. The results evidence that most used appeared to be meetings with stakeholders and lessons learned information. However, some of respondents use only one or two sources, what does not give the full picture of stakeholders' needs, thus may cause misunderstanding and lower communication effectiveness. Moreover, some managers do not define stakeholders' requirements at all, what is contradicting the theoretical approach.

According to Zulch (2014), a communications plan should be set up as early as possible in the definition phase and adequately maintained throughout the M-P. Amongst the objectives of the communication plan are to Cheung, et al., (2013). Raise awareness of the benefits and impact of the business blueprint; keep all staff in the target business areas informed of progress prior to, during and after implementation; gain commitment from staff in the target business area to the changes being introduced.

A study of Kernbach (2015) on communication skills are the most major skill since project managers are constantly involved in formal or informal communication at each stage of the project. The study established that construction project managers spent 76 % of their time on the project communicating verbally. The study indicated that listening is considered as an important component of a project manager's communication skills. It also indicated that to build a good network of communication, the project manager needed to create trust and understanding of relationships with project team members.

A study of Goetsch and Stanley (2014) on project managers play an important role in gathering and disseminating relevant information to the relevant parties. Therefore, the communication skills of the project manager will affect the project performance in a timely manner and in a quality period. It recommends that that managers update team members on their role requirements and update their stakeholders on progress. Furthermore, good project managers are people develop relevant competencies to adequately satisfy requests from both parties.

Electronic communication was ranked the highest as effective communication method. The communication method ranked second is written communication with oral communication ranked third. Visual communication is ranked fourth and nonverbal communication is ranked fifth as effective communication method. Electronic and written communications are the most effective communication methods to use. The two methods both imply a written format, because a fax and email,

although sent electronically, is written (Kiradoo,2017). The deduction can thus be make that written communication is the most effective communication method the project manager can use during the execution of a project and that oral communication is the second most effective communication method to use.

A study of Kiradoo (2017) on phase of the project, details related to the project objectives, priorities, customer needs, issues, details and more are needed to make a complete development of trustworthy and trustworthy (Joslin & Ralf, 2015). The study demonstrated that communication provides more than just data transfer”. It provides an opportunity for various project teams within the program to voice their concerns and concerns. Research suggests that when people are free to learn from others, their relationships can be strengthened and effective communication within the program management team can be seen as a sign of readiness and trust within the program management team.

Garbharran et al. (2012) emphasize that consideration for the transfer instructions are part of the communication, so the project perspective needs to be constantly updated and shared as the project progresses. A common topic in studies on communication, which is one of the competencies of the project manager, is the process of transferring in-formation to project stakeholders and planning is based on different and distinct requests (Pinto and Pinto, 1990). In their research, they emphasize the necessary networks and information, the transfer of in- formation and the amount of information that must flow among team members.

A study of Kiradoo (2017) on effective communication is one of the main elements of project management, and therefore it is necessary to be constantly engaged with communication. The study findings show that the need a lot of time and resources to implement. Therefore, project managers are responsible for projects. Project managers spend at least 80–90% of their time communicating on projects Olsson (2011). By the use of communication skills, project managers help to plan, direct, control, and coordinate their operations throughout the project life cycle. Most of the communication activities of project managers involve interpersonal communication and project communications, sharing information with project team members, and other stakeholders (Bilczynska, 2014)..

3. Materials and Methods

This study used a descriptive design by using the quantitative approach through the interviews or the questionnaires distributed to the respondents from the sample population. The target group consists of interest groups (small farmers) and a project team supported by Care International Rwanda. In this regards, Care international has implemented PROFIFA project in five Districts (Huye, Nyamagabe, Rulindo, Gakenke, Gicumbi, Bugesera, Gatsibo, Kayonza). The sample size of 293 was calculated by the following formula.

Eq (1):

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

When

Where, N= Target Population 1238; Precision error = 5 %(0.05). Mathematically, the sample was obtained in the following ways: With N=1238 employees; e=5%; considering the confidence levels of 95%; n is equal of 302 employees grouped in 3 levels. As the researcher calculated in the above formula the sample size of project beneficiaries in the study. Therefore, was 302 beneficiaries from different district of Rwanda, the overall sample size of the study was summarized as follows.

The questionnaire was composed of the closed-ended questions provided for each category of respondents. This type of data collection instrument was chosen by the researcher because it helps to reach a large number of respondents in a good rang of time. It helped to give the reliable data simply because the respondents feel free, in their own mood to provide answers without the researcher’s presence consideration.

4. Results and Discussion

The study findings on project communication management and performance of non-governmental organization projects in Rwanda with reference to PROFIFA project was analyzed according to research variables and specific objectives of the study. The study variables (indicators) were communication plan, communication implementation and communication control. The specific objectives were: to establish the effect of communication plan on the performance of PROFIFA project; to ascertain the effect communication implementation on the performance of PROFIFA project; and to determine the effect of communication control on performance of PROFIFA project.

Table 4. 1 Descriptive Analysis of Level of Performance of PROFIFA Project

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Quality of services	42	14.1	79	26.5	11	3.7	79	25.5	87	29.2	298	3.3020	1.475
Timely delivery	21	7.0	27	9.1	9	3.0	79	37.2	87	43.6	298	4.0134	1.2115
Cost Efficiency and Effectiveness	19	4.4	44	14.8	14	4.7	118	39.6	103	34.6	298	3.8121	1.2356

Source: Primary data (2022)

The study demonstrated that that 79(26.5%) and 87 (29.2%) respectively agreed and strongly agreed with an increase of quality of services offered by PROFIFA Project. This reflects a mean of 3.3020 and a standard deviation of 1.475. Additionally, PROFIFA project was timely delivered to beneficiaries as well as 111(37.2%) agreed with the statement, while 130 (43.6%) respondent strongly agreed the statement. In this vein, the mean of responses was 4.0134 and the standard deviation was 1.21154. Finally, the cost allocated to PROFIFA Project was efficient and effectively used as confirmed by respondents. In this context, 118(39.6%) respondents agreed while 103(34.6%) respondents strongly agreed with a mean of 3.8121 and a standard deviation of 1.23566. The project manager in Nyamagabe argues, “in this district, we have attempted to give cows our partners in development in all sectors of the district where small farmer households received funds and other support.” This leads to an increase of their living conditions and level of agricultural production.

4.2. Effect of Planning of Project Communication on Performance of PROFIFA Project

Table 4. 2 Planning of Project Communication

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Content of the communication	18	6.0	36	12.1	2	2.7	128	43.0	114	38.2	298	3.9530	1.1910
Information Frequency	32	10.7	50	16.8	13	4.4	91	30.5	112	37.6	298	3.6745	1.3991
Responsibility for information delivery	32	10.7	72	24.2	12	4.0	102	34.2	80	26.8	298	3.4228	1.3838
Risk of description	44	14.0	25	8.4	7	2.3	101	33.9	121	40.6	289	3.7718	1.4313

Source: Primary Data (2022)

A descriptive analysis of planning of project communication at PROFIFA presented in Table 4.5 evidenced that 128(43.0%) respondents agreed, and 114(38.3%) strongly agreed that the content of the communication in PROFIFA was planned. In this regards, the mean of 3.9530 and standard deviation was 1.19108. Furthermore, 91(34.2%) and 112(37.6%) respondents respectively agreed and strongly agreed that the frequency of information needed was adequately designed. The mean of responses was 3.6745 while the standard deviation was 1.39917. However, the responsibility for information delivery was defined and planned for the PROFIFA as 102 (34.2%) agreed, and 112(34.2%) strongly agreed with the statement. It implies that mean of response was 3.4228 and the standard deviation was 1.38380. Finally, 102(34.2%) respondents strongly agreed and 112(34.2 %%) respondents strongly agreed that the risks were described

Table 4.3 Correlation between Planning of Project Communication and Performance of PROFIFA Project

		Content of the communication	Frequency of the information needed	Responsibility for information delivery	Risk of description	Quality	Time	Cost
Content of the communication	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	298						
Frequency of information needed	Pearson Correlation	.045	1					
	Sig. (2-tailed)	.435						
	N	298	298					
Responsibility for information delivery	Pearson Correlation	.006	.115*	1				
	Sig. (2-tailed)	.918	.048					
	N	298	298	298				
Risk of description	Pearson Correlation	.031	.151**	.076	1			

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	Sig. (2-tailed)	.591	.009	.190				
	N	298	298	298	298			
Quality	Pearson Correlation	.003	-.022	.028	.039	1		
	Sig. (2-tailed)	.953	.701	.629	.502			
	N	298	298	298	298	298		
Timely	Pearson Correlation	.035	.206**	.060	.068	.050	1	
	Sig. (2-tailed)	.542	.000	.305	.241	.385		
	N	298	298	298	298	298	298	
Cost	Pearson Correlation	.013	.047	.009	.011	.005	.023	1
	Sig. (2-tailed)	.825	.417	.874	.850	.926	.692	
	N	298	298	298	298	298	298	298

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

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2022)

Findings show insignificant relationship between content of communication plan for PROFIFA project quality (r=.003; p value=0.953); the planning of communication content of PROFIFA and project time was not correlated (r=.003; p value=.542); the planning of communication content in PROFIFA insignificantly correlated with project cost (.013; p-value=.825). Correlation analysis between the adequate design of frequency of information need and performance of PROFIFA project show that the plan of frequency of information needed is insignificantly correlated with project quality (r=.022; p-value=.701); with project cost (r=-.047; p value=.417). There were insignificantly correlated with an increase of project quality, project cost given the p value was >0.005 suggesting that increase in planning the frequency of information needed by the project did not lead automatically to project quality, and project cost. Contrary to the significant correlation between the plan of frequency of information needed and project time (r=.206; p-value=.000). This was statistically correlated given the p value was <0.005 proposing that increase in planning the frequency of information needed by the project has led to a project time.

Results on the correlation between responsibility plan and performance of PROFIFA project felt that responsibility plan for information delivery for the PROFIFA was not significantly correlated with quality of PROFIFA project (r=.028; p-value=.629). In addition, responsibility plan for information delivery for the PROFIFA was not significantly correlated with time (r=.060; p value=.305). Finally, responsibility for information delivery for the PROFIFA was not significantly correlated with efficiency and cost of PROFIFA Project (r=.009; p-value=.874). These correlations were statistically not significant given that the p value was <0.05 implying that a change of responsibility plan for information did not affect performance of PROFIFA project.

4.3 Effect of Implementation of Project Communication on Performance of PROFIFA Project

The study second specific research objective was to ascertain the effect communication implementation on the performance of PROFIFA project. The research started the analysis of this objective by providing descriptive statistics on how PROFIFA implements project communication. The implementation of project communication was analysed using verbal communication, written communication, non-verbal communication, sharing and distributing information. Results are presented in Table 4.10.

Table 4.4 Implementation of Project Communication

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total N	Mean	Std
	N	%	N	%	N	%	N	%	N	%			
Verbal communication	50	16.8	40	13.4	10	3.4	83	27.9	115	38.6	298	3.5805	1.51598
Written communication	25	8.4	38	12.8	12	4.0	142	47.7	81	27.2	298	3.7248	1.22740
Nonverbal communication	54	18.1	64	21.5	12	4.0	108	36.2	60	20.1	298	3.1879	1.44189

Sharing and distributing information	30	10.1	39	13.1	4	1.3	103	34.6	122	40.9	298	3.8322	1.35290
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Source: Primary Data (2022)

The study findings analysed in Table 4.4 provide data on how PROFIFA has implemented the project communication in Nyamagabe District. In this regard, the study indicated that 83(27.9%) respondents agreed while 115(38.6%) strongly agreed that PROFIFA has implemented the verbal communication in delivering services. This led to a mean of response of 3.5805 and a standard deviation of 1.51598. Furthermore, nonverbal communication was adopted to implement PROFIFA project as agreed by 142 (47.7%) respondents and strongly agreed by 115(38.6%) respondents with a mean of 3.7248 and standard deviation of 1.22740.

However, the written communication was also important in implementing project communication. This was demonstrated by an agreement from 108(36.2%) respondents and a strongly agreement from 60(20.1%) respondents with a mean of 3.1879 and standard deviation of 1.44189. Finally, the study demonstrated that 103(34.6%) respondents agreed, 122(40.9%) respondents strongly agreed that sharing and distributing information applied during the implementation of project communication, the above considerations led to the mean of 3.8322, and standard deviation of 1.35290. Qualitative data was relevant with evidences from interview held with project manager of PROFIFA project in Nyamagabe District in the City of Kigali, Rwanda. The manager focuses “the importance of project implementation communication in enhancing the level of success in PROFIFA project in Nyamagabe District”

4.4 Effect of Control of Project Communication on Performance of PROFIFA Project

The third research specific objective was to determine the effect of communication control on performance of PROFIFA project in Nyamagabe District. The parameters of communication control assessed were verification of procedure efficiency, verification of communication tools, an establishing corrective measures, and reporting data.

Table 4.5 Project Communication

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total N	Mean	Std
	N	%	N	%	N	%	N	%	N	%			
Verification of procedure efficiency	12	4.0	63	21.1	17	5.7	105	33.9	105	35.2	298	3.7517	1.24941
Verification of communication tools	44	14.8	57	19.1	6	2.0	76	25.5	115	38.6	298	3.5403	1.51537
Establishing corrective measures	20	6.7	60	20.1	14	4.7	110	36.9	94	31.5	298	3.6644	1.29027
Reporting data	14	4.7	73	24.5	11	3.7	109	36.6	91	30.5	298	3.6376	1.27242

Source: Primary Data (2022)

Results in Table 4.5 felt that the verification of procedure efficiency was used as agreed by 105(33.9%) and strongly agreed by 105(35.2%) respondents with a mean of 3.7517 and standard deviation of 0.2494. Results on whether the verification of communication tools was adopted in PROFIFA project was agreed by 76 (25.5%) and strongly agreed by 115(38.6%) with a mean of 3.5403 and standard deviation of 1.51537. It was demonstrated that 110(36.9%) agreed while 94(31.5%) strongly agreed that there was an establishment of corrective measures (agree=110, 36.9; strongly agree=94; 31.5) with a mean of with a mean of 3.6644 and standard deviation of 1.29027. Whether data was timely reported, 109 (36.6%) respondents and 91(30.5%) strongly agreed with a mean of 3.6376 and standard deviation of 1.27242. This was accepted when interview with the agronomist.

Table 4.6 Correlation between Control of Project Communication and Project

Performance of PROFIFA

		Verification of procedure	Verification of communication tools	Establishment of corrective measures	Reporting data	Quality	Time	Cost
Verification of procedure	of Pearson Correlation	1						
	Sig. (2-tailed)							
	N	298						
Verification of communication tools	of Pearson Correlation	-.020	1					
	Sig. (2-tailed)	.736						
	N	298	298					
Establishment of corrective measures	of Pearson Correlation	.123*	-.060	1				
	Sig. (2-tailed)	.034	.300					
	N	298	298	298				
Reporting data	Pearson Correlation	.113	.187**	-.007	1			
	Sig. (2-tailed)	.052	.001	.909				
	N	298	298	298	298			
Quality	Pearson Correlation	.052	.045	.080	.021	1		
	Sig. (2-tailed)	.373	.443	.169	.720			
	N	298	298	298	298	298		
Time	Pearson Correlation	.027	.085	.105	.045	.050	1	
	Sig. (2-tailed)	.646	.145	.071	.440	.385		
	N	298	298	298	298	298	298	
Cost	Pearson Correlation	.031	.041	.013	.037	.005	.023	1
	Sig. (2-tailed)	.597	.482	.822	.524	.926	.692	
	N	298	298	298	298	298	298	298

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

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data (2022)

Results in Table 4.6 show insignificant negative correlations between project verification of procedure and quality ($r=0.052$, p -value= 0.373); project the verification of procedure efficiency and timely delivered to beneficiaries ($r=.027$, p -value= 0.646), project verification of procedure efficiency and efficient and effective use of cost allocated to PROFIFA Project ($r=0.031$, p value= 0.597). All correlations were insignificant given that the p value was > 0.05 proposing that an increase in project verification of procedure did not increase the quality of services, timely delivered, efficient and effective use of cost allocated and vice versa.

A negative and insignificant correlation was found between verification of communication tools in PROFIFA project and increase of quality of services offered by PROFIFA Project($r=0.045$, p value= 0.443). The verification of communication tools in PROFIFA Project is statistically insignificant with timely delivered to beneficiaries ($r=0.085$, p value= 0.145).The verification of communication tools was negatively insignificant with efficient and effective of cost allocated to PROFIFA project ($r=0.041$, p value= 0.482). All the correlations were statistically insignificant given that the p value was > 0.05 proposing that an increase in verification of communication tools in PROFIFA project did not increase quality of services, timely delivered, efficient and effective use of cost allocated and vice versa.

Furthermore, an establishment of corrective measures was insignificant with the quality of services offered by PROFIFA Project ($r=0.080$, $p\text{-value}=0.169$), and an establishment of corrective measures was insignificantly correlated with efficient and effective use of cost allocated to PROFIFA project ($r=0.013$, $p\text{-value}=0.822$). Finally, the study found a significant correlation between establishment of corrective measures and timely delivered of services to beneficiaries ($r=0.105$, $p\text{-value}=0.071$).

Insignificant correlation was found between timely report of information or data in PROFIFA project and quality of services ($r=0.021$; $p\text{ value}=0.720$), timely report data reported and timely delivered to beneficiaries ($r=0.045$; $p\text{-value}=0.440$), timely report of data and efficient and effective use of cost allocated ($r=0.037$; $p\text{-value}=0.524$). All the correlations were statistically insignificant given that the p value was > 0.05 proposing that an increase in timely report of information or data in PROFIFA project increase quality of services, timely delivered, efficient and effective use of cost allocated and vice versa.

5. Discussion

The findings from the first objective concurs with the work of Čulo and Skendrović (2010), where they reiterate that people who were responsible for effectively communicating each format of project information accurately and on time with the correct format. The study concurs with the findings of Cheung, et al.,(2013) where they assessed the role of liaison with project manager's skills in managing time scheduling and project quality outcomes. They used regression analysis to show the relationship between communication skills and to manage project performance. This sets off of project companies to the profits of project managers in enhancing their communication skills.

This study concurs of (Joslin & Müller, 2015) where they specified that project communication, personal commitment, social networks, and perceived performance of the project. The results of the study show that there are notable positive associations between project communication, distinguished performance of the project, personal commitment and social networks. The study did not contradict Mangal (2013) who argued that managed by respondent vary in the size and complexity, with budget range from up to 250,000 US dollars to over 10 million US dollars and number of stakeholders from up to 10 till over 100 people or groups, actively involved in the project. The study found the same results as Zulch (2014) felt that a communications plan should be set up as early as possible in the definition phase and adequately maintained throughout the M-P. The study second specific research objective was to ascertain the effect communication implementation on the performance of PROFIFA project. The research started the analysis of this objective by providing descriptive statistics on how PROFIFA implements project communication. Results are relevant with findings of Kernbach (2015), where in his study; he established that construction project managers spent 76% of their time on the project communicating verbally. This study did not contradict the findings of Goetsch and Stanley (2014) who suggest that the project managers play an important role in gathering and disseminating relevant information to the relevant parties. Therefore, the communication skills of the project manager will affect the project performance in a timely manner and in a quality period. This study is relevant with a research done on the communication is the process of acquiring all relevant information, interpreting this information and effectively disseminating the information to persons who might need it. Communication is of vital importance to everyone involved in, and influenced by projects (David, 2011).

The present research did not contradict the findings on managing a project requires constant selling and reselling of ideas, explaining the scope and methodologies of the project to diverse groups of people (Cromity, 2011). The third research specific objective was to determine the effect of communication control on performance of PROFIFA project in Nyamagabe District. The parameters of communication control assessed were verification of procedure efficiency, verification of communication tools, an establishing corrective measures, and reporting data. The present research did not contradict the findings of Kiradoo (2017) said communication provides more than just data transfer". It provides an opportunity for various project teams within the program to voice their concerns and concerns.

This study concurs with the findings of Perumal and Bakar (2011) since they acknowledged that applying appropriate systems helps individuals in organizations to effectively establish their internal and external communications within the organization. Communication has connected people in a secure community and produced useful tools for creating as well as exchanging documents for controlling effectiveness processes.

This study did not contradict the findings of Garbharran et al. (2012) emphasize that consideration for the transfer instructions are part of the communication, so the project perspective needs to be constantly updated and shared as the project progresses. A common topic in studies on communication, which is one of the competencies of the project manager, is the process of transferring information to project stakeholders and planning is based on different and distinct requests. The present research did not contradict the findings on project managers are responsible for projects. Project managers spend at least 80–90% of their time communicating on projects Olsson (2011). This study did not contradict the findings of Olsson (2011) where he specified that use of communication skills, project managers help to plan, direct, control, and coordinate their operations throughout the project life cycle. Most of the communication activities of project managers involve interpersonal communication and project communications, sharing information with project team members, and other stakeholders.

6. Conclusion

From analysis and discussion of information, it is undisputable specific objectives were deeply analyzed. The study variables were communication plan, communication implementation and communication control. The specific objectives were: to establish the effect of communication plan on the performance of PROFIFA project; to ascertain the effect communication implementation on the performance of PROFIFA project; and to determine the effect of communication control on performance of PROFIFA project.

To the first objective, the study concludes that in planning for communication of PFOFITA Project, Care International has adopted content plan, frequency of information needed, responsibility for information delivery, and description of risks for communication. In this vein, the most commonly adopted communication plan parameters were plan of content of the communication, and the frequency of information needed was adequately designed. Correlational results show a significant correlation between the plan of frequency of information needed and timely delivered to beneficiaries ($r=-0.206$; $p \text{ value}=0.000$). The study findings felt that the design of frequency of information needed is significantly affecting the timely delivered of PROFIFA project to beneficiaries ($b=-0.199$; $p \text{ value}=0.001$). It means that any change in communication plan affect the timely delivered of PROFIFA Project to beneficiaries.

To the second objective, the study concludes that in implementing PROFIFA project, the Care International used verbal communication, written communication, non-verbal communication, sharing and distributing information. However, the most commonly used communication implementation approaches were the nonverbal communication and sharing and distributing information. The correlational analysis for effect on written communication on quality of services timely delivery and efficient and effective use of cost allocated to project, demonstrated that written communication is statistically significant with an increase of quality of services offered by PROFIFA Project ($r=-0.122^*$; $p \text{ value}=0.035$). Results on nonverbal communication felt that it is significantly correlated with an increase of quality of services offered by PROFIFA project ($r=-0.123^*$; $p \text{ value}=0.034$). Regression analysis written communication is significantly affecting the quality of services offered by PROFIFA Project ($b=0.140$; $p \text{ value}=0.016$), and nonverbal communication is significantly affecting the quality of services offered by PROFIFA project ($b=-0.138$; $p \text{ value}=0.019$). Results felt that verbal communication is significantly affecting the Timely Delivered of PROFIFA project ($b=-0.038$; $p \text{ value}=-0.038$). The written communication affects significantly timely delivered of PROFIFA project ($b=0.140$; $p \text{ value}=0.016$), while nonverbal communication is significantly affecting the timely delivered of PROFIFA project ($b=-0.138$; $p \text{ value}=0.019$).

To the third objective, the study concludes that the most commonly used parameters for communication control were verification of procedure efficiency, and establishment of corrective measures. Correlation results demonstrated the significant correlation between establishment of corrective measures and timely delivered of services to beneficiaries ($r=-0.105$, $p \text{ value}=0.071$). A regression analysis found significant effect between establishment of corrective measures and timely delivered of PROFIFA project to beneficiaries ($b=-0.115$; $p \text{ value}=0.049$). Based on the study findings the study recommends an assumed communication-management improvement model for successful project delivery. The communication can be considered as the critical factors required in non-governmental organizational projects to enhance communication practice for project performance in Rwanda. It is recommended that project managers may use the study findings in the sense that communication is the foundation that supports the pillars and cornerstones for achieving the project objectives.

Project managers are expected to learn the communication theories and come up with the best communication model that is suitable for the context of communication. Future studies are needed to expand the sample size and look the internal and external communication in a wider sample. Theories in the areas of external communication is too limited in this study, further studies are important in the way to include more exploration of theories in the aspects of external communication.

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