

ASSESSMENT OF THE ORGANIZATION OF RWANDA COOPERATIVES TOWARDS SUCCESSFUL MANAGEMENT: EVIDENCE FROM RICE COOPERATIVES OF BUGESERA DISTRICT

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ABSTRACT

The study intends to assess “**Organization of Rwanda Cooperatives towards Successful Management: Evidence from Rice Cooperatives of Bugesera District**”. The choice of the researcher’s topic was inspired by the constant affirmation by various government administrators in Rwanda through their speeches that there is mismanagement of cooperatives’ resources in the country. This has in turn led to the slow growth of cooperatives against the projected growth. Thus, the researcher wanted to assess if there is significant relationship between Cooperatives’ Organization and Successful Management. Cooperatives Organization were assessed through the perception of cooperative administrators in terms of: organization in finance; organization in the use of physical facilities; organization in production; organization in personnel; organization in purchasing and selling and then organization in administration and control. Successful Management was assessed in terms of Cooperative efficiency & effectiveness and sustainability & growth. From the population of the study which was composed of 90 members of administrative committees of 9 rice cooperatives of Bugesera District, the researcher selected conveniently and purposely 3 respondents (president, vice-president and one counselor) in each cooperative and a total of 27 responded to the questionnaires. Interview and observation were also used. The research design was descriptive and correlation. For data analysis, Mean, standard deviation and Spearman correlation were computed; analyzed and interpreted. Findings showed that many standards assessed are moderately perceived but there is a significant relationship between “Rwanda Cooperatives Organization and Successful Management” and there is a significant relationship between Rwanda Cooperatives Organization when standards are considered separately and successful Management. The researcher has given different recommendations for strengthening the success of Rice Cooperatives of Bugesera District.

Keywords: *Organization of Cooperatives and Successful Management*

Introduction and Literature Review

A cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise, according to internationally recognized cooperative values and principles. Cooperatives are democratic organizations controlled by their members who actively participate in setting their policies and making decisions (Rwanda Cooperative Agency, 2008)

The term organization in this study as it was defined by Gutierrez et al. (2006) means the process of continuing the work which individuals or groups have to perform with the faculties necessary for its execution, that the duties so performed provide the best channels for the efficient, systematic, positive, and coordinated application of the available efforts. According to Appleby (1994) an organization exists where two or more people agree to get together and co-ordinate their activities so as to achieve common goals. Organizations are primarily complex goal-seeking units which in order to survive must accomplish secondary tasks, e.g. they must maintain their internal system to co-ordinate the human side of the enterprise and must adapt to and shape the external environment.

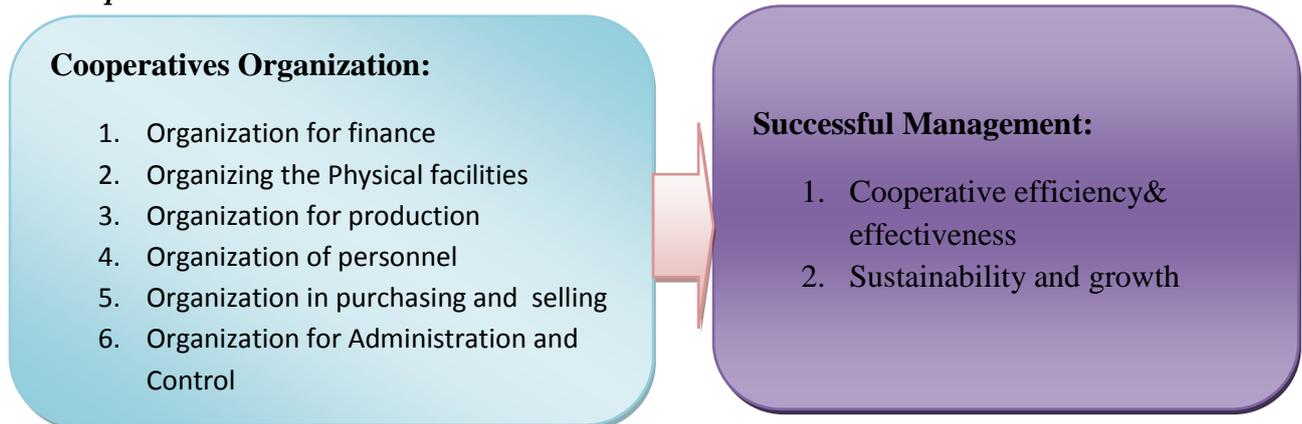
According to Gutierrez et al. (2006) building of an effective organization requires the use of sound business judgment. There are a multitude of factors bearing on the making of decisions. Thus, in developing any organization, Gutierrez et al. (2006) suggests having a complete statement of the objectives, analysis of the entire proposition surrounding the business, necessary functions, and the men best fitted for the work and have the head for each department or division.

The choice of the researcher's topic was inspired and informed by the constant affirmation by various government administrators in Rwanda through their speeches that there is mismanagement of cooperatives' resources in the country. This has in turn led to the slow growth of cooperatives against the projected growth.

François Kanimba, the former Minister of Trade and Industry and East African Community Affairs confirmed the mismanagement of cooperative resources that needs to be eradicated (Umucunguzi, 14th March 2017). Musabwa Euphrem (5th February 2016) too confirmed the perception of low development rate of cooperatives.

The researcher would like to assess if there is significant relationship between Cooperatives Organization and Successful Management. Cooperatives Organization are assessed through the perception of cooperative administrators in terms of: organization in finance; organization in the in use of physical facilities; organization in production; organization in personnel; organization in purchasing and selling and organization in administration and control. Successful Management is assessed in terms of Cooperative's efficiency, effectiveness, sustainability growth.

Figure 1:
Conceptual Framework



Objectives of the study

The general objective of this study was to assess Rwanda Cooperatives Organization towards Successful Management as evidenced by Rice Cooperatives of Bugesera District. Specifically the study seeks to find out:

1. The level of perceptions of respondents on cooperatives organization in terms of: organization in finance; organization in the use of physical facilities; organization in production; organization in personnel; organization in purchasing and selling and organization in administration and control.
2. The level of perceptions of respondents on successful management in terms of Cooperative efficiency & effectiveness and sustainability & growth
3. The level of relationship between cooperatives organization and successful management.
4. The level of relationship between cooperatives organization when sub-variables are considered separately and successful management.

The researcher assumes that there is no significant relationship between cooperatives organization and successful management.

Material and Research Methodology

This is a quantitative and qualitative study. It has descriptive and correlation research design. The population of the study is composed by 90 members of administrative committees of all rice cooperatives of Bugesera District that are grouped into UCOPRIBU-ABAHUJUMUGAMBI. The cooperatives include: CORI NYABURIBA, INKINGIYUBUHINZI, COTERWA, CORIVARWI, KOPAUKI, KOGIRIRU, TWIZAMURE, COPETWITEKI and JYAMBERE NYARUGENGE.

The researcher sampled conveniently and purposely 3 respondents (president, vice-president and one counselor) in each cooperative a total of 27 respondents answered the questionnaire. Interview and observation were also used.

The searcher assessed perceptions of administrators on Cooperatives Organization towards Successful Management. Cooperatives Organization was assessed through the perception of cooperative administrators in terms of: organization in finance; organization in the use of physical facilities; organization in production; organization in personnel; organization in purchasing and selling and then organization in administration and control. Successful Management was assessed in terms of Cooperative efficiency & effectiveness and sustainability & growth.

Data collected were processed through the computation of mean (\bar{x}) and standard deviation (σ) and then analyzed and interpreted. The questionnaire used a Likert five-point scale. The researcher solicited the opinion of various teachers from the Adventist University of Central Africa. With their expertise and experiences, they gave various objective advices on the contents and judgment for the suitability and relevance of the instrument for the study. Data was gathered by the researcher in April, 2017.

An item that had a statistical mean value between 1 and 2.49 was considered as weak, an item that had statistical mean value between 2.50 and 3.49 was considered as moderate and an item that had a statistical mean value of between 3.50 and 5 was considered as strongly perceived by respondents.

Results and Discussion

Table 1 shows how finance of rice cooperatives of Bugesera Districts is organized.

Table1:
Organizing finance

Items assessed	\bar{x}	σ
Knowing, understanding and implementing well job descriptions	3.6	0.5
Authorizing regularly all payment	4.1	0.6
Having regularly all payment supported by well prepared and clear vouchers	4.2	0.6
Having regularly money available to pay every obligation when it is due	3.8	0.8
Having Financial reports well and timely prepared and having cooperative administrators who having always full knowledge of the cash position	4.2	0.8
Spending money only when it is necessary	3.4	0.5
Having regularly sufficient amount of money (petty cash) entrusted to the cashier to take care of ordinary cash requirements.	3.4	0.5
Preparing well and regularly the budget (showing clear goals to be attained in sales, expense, production and profit) and being implemented collaboratively	3.4	0.5
Overall Statistics	3.8	

Source: Data Primary data, 2017

Table 1 shows that knowing, understanding and implementing job descriptions, having a proper authorization of payments, having regularly money to pay every obligation

when it is due and having regularly full knowledge of financial position and financial reports which are well prepared have all a strong mean ($\bar{x} \geq 3.5$). Though, means of those items are strong their standard deviation is not enough confirmation of the homogeneous perception of respondents around the mean ($\delta > 0.5$). Thus, there is a doubt that cooperative administrators know, understand and implement well their job descriptions, all payments are regularly authorized, money is regularly available to pay every obligation when it is due and financial report is regularly well and timely prepared and cooperative administrators regularly know the cash position of cooperative. The researcher found out also that having all payment supported by well prepared and clear vouchers had a strong mean of 4.1 and standard deviations shows that there is heterogeneous perception of respondents around the mean ($\delta = 0.6$). Thus, all payments are not fully supported by well prepared and clear vouchers.

Interviews revealed that there are still faced with theft/robbery and mismanagement of cooperative resources. Interviews showed that cooperative staff have enough knowledge of what they are supposed to do. Even accountants are skilled enough. Interview revealed that cooperative staff are more educated than members of committees (administrative, audit and councilors committees) and members of committees do not have enough skills of managing cooperatives and they all don't have total commitment to cooperative objective while there are the ones taking decisions on behalf of the cooperatives. The researcher discovered through interviews that the advice of cooperative staff are most of the times despised by members of committees, and this causes cooperative staff not to advice members of committees as much as they could. Though workers of cooperatives are skilled enough, they hesitate to advise administrators of cooperatives because their advice is not most likely considered while taking decisions.

Interviews and observations showed that accountants have enough knowledge in accounting. But cooperatives are not regularly and frequently externally audited. According to Porter et al. (2003), employees involved in the capture and processing of accounting data and/ or the preparation of the entity's financial statements, who know their work will be subject to the scrutiny of an auditor, are likely to work more carefully than they would in the absence of an audit. It is probable that the extra care taken by employees prevents at least some errors from occurring.

The researcher found out that spending money when it is necessary, having sufficient amount of money (petty cash) regularly entrusted to the cashier to take care of ordinary cash requirements and having a well prepared budget (budget that shows clear goals to be attained in sales, expense, production and profit) and implementing budget collaboratively have all a moderate mean ($\bar{x} \leq 3.49$). But as the standard deviation shows this moderate mean is not confirmed by all respondents ($\delta > 0.5$).

Table 2 shows how facilities of rice cooperatives of Bugesera District are organized.

Table 2:

Organized Facilities

Items assessed	\bar{x}	σ
Having good climates for agriculture	3.2	1.4
Having good infrastructure that facilitates the cooperative to have access to the market	4.2	0.6
Having qualified and skilled workers	3.5	1.5
Having office and storehouse that are well set/arranged and big enough to facilitate the work	2.8	1.2
Overall statistics	3.4	

Source: Data Primary Data, 2017

Having good climate for agriculture, having offices and storehouse that are well set/arranged and big enough to facilitate the work, were all perceived with a moderate mean ($2.5 \leq \bar{x} \leq 3.49$). But the standard deviation shows that this weakness is not perceived by all respondents because there is different perception of respondents around the mean ($\delta > 1$).

Having good infrastructure that facilitates the cooperatives to have access to the market and having qualified and skilled workers were all strongly ($\bar{x} = 3.5$) perceived by respondents, but according to standard deviations this strength is not perceived by all respondents ($\delta = 0.6; 1.5$ respectively). The overall mean shows that facilities are moderately ($\bar{x} = 3.4$) organized.

Interviews revealed that all cooperatives do not have warehouses. After the harvest, the produce is dried at least for one week and then it is sold. Interview and observation revealed also that rice cooperatives do not have convenient places for drying harvested rice. Harvested rice is dried traditionally on the ground. This way of drying rice is not appropriate. The lack of warehouses and the immediate sale of their produce have a great negative impact on the price of rice. Interviewees said that it could be better if they had appropriate warehouses, where harvested rice may be stored and be sold when prices are high. The interview also showed that climate is still a threat for rice cooperatives. Though the government has constructed enough dams for watering rice plantation, during the dry season, the water is not enough. Irrigations are not regularly done and water does not reach all areas as it supposed to. Cooperative members do not have enough money to carry out irrigations by themselves. They wish they could be supported.

Table 3 shows how production process of cooperatives of Bugesera District is organized.

Table 3:
Organization for production process

Items assessed	\bar{x}	σ
Be able to organize all necessary elements in a way that the cost of the production process is found fair	3.4	0.9
Having accurate records that give a true picture of the inventory	4.1	0.6
Minimizing enough wastage and theft enough because of inventory control	3.7	0.7
Having The necessary material in production process that are affordable	3.3	0.6
Being organized in a way all defects are discovered earlier and actions are taken	3.5	0.5
Having engineers who have a keen understanding of consumer desires and preferences	3.5	0.5
Having engineers who have a keen understanding of technical requirements and see to it that quality is assured	3.4	0.7
Having production department that is well organized	3.5	1.1
Overall Statistics	3.6	

Source: Primary Data, 2017

Table 3 indicates that being able to organize all necessary elements in a way that the cost of the production process is fair, having the necessary material in production process that are affordable and having engineers that have a keen understanding of consumer desires and preferences are all moderately perceived by administrators with a mean of between 2.5 and 3.49, but the standard deviation shows that there is different perception of respondents around the mean, therefore being able to organize all necessary elements in a way that the cost of the production process is fair, having the necessary material in production process that are affordable and having engineers that have a keen understanding of consumer desires and preferences are all not done as much as it should be.

Interviews with administrators of cooperatives revealed that the quantity of rice produced year after year doesn't increase rather it is decreasing somehow. This is because rice plantations developed a disease that engineers/agronomists are not able to treat. They require the government with its specialists to come and carry out soil test. Many cooperative agronomists are not qualified to carry out this test. Most of them only hold secondary school certificates.

Table 3 also indicates that having accurate records that give a true picture of the status of items, minimizing wastage and theft as a result of inventory control and having production department which is well organized are all strongly perceived by respondents with a mean equal or greater than 3.5, but this strength is not perceived by all respondents because standard deviations on those items are all greater than 0.5.

Being organized in a way that all defects are discovered earlier and actions taken and having engineers that have a keen understanding of consumer desires and preferences are also all perceived as strong with a mean equal to 3.5 ($\bar{x} \geq 3.5$). But their standard deviations do not confirm their position since it was equal to 0.5.

Table 4 shows how rice cooperatives members of Bugesera District are organized.

Table 4:

Organization of cooperative members

Items assessed	\bar{x}	σ
Having good supervision system that favors the success of farmers	3.8	0.7
Having Members of cooperatives that are well trained in rice production	3.6	0.6
Having members that understand and do well their responsibility	3.2	1.1
Achievement of every cooperative member to the job target	3.5	0.8
Having team work among cooperative members	3.7	0.9
Having a good cooperation between members of cooperatives and management that helps in disciplinary actions	3.5	0.8
Overall Statistics	3.6	

Source: Primary Data, 2017

Table 4 shows that having good supervision system that favors the success of farmers, having members of cooperatives that are well trained in rice production, having team work among cooperative members, achieving their job targets and having good cooperation between members of cooperatives and management that help in disciplinary actions were all strongly perceived by respondents ($\bar{x} \leq 3.49$), but with different perceptions around the mean ($\delta > 0.5$).

Table 4 also shows that there is a moderate perception of respondents ($\bar{x} = 3.2$) in “understanding and fulfilling their responsibility”, with a standard deviation that shows a different perception around the mean ($\delta = 1.1$).

Interview revealed that not all board members are totally committed to the cooperative mission and objectives. Some board members of cooperatives have some other important duties and therefore have no time for cooperative issues. There is a need of training not only for the board members of cooperatives but also for all members in cooperative administration and in farming. Through the interview it was found out that some people are members of the cooperative not because they like farming but because they know if ever they don't participate like others in farming, the land they have now within the cooperative will be given to someone else who is willing to participate actively. Interviews revealed a lack of competence (education and skills) of internal auditors of cooperatives. There is a need of training of internal auditors so that they perform their duties well. Interviews showed that cooperative managers make too many errors, fraud and theft because internal auditors do not significantly help in the control of cooperative wealth.

It was found out also that some members of cooperatives do not like rice farming. If it was not the power of the government officials, they could quit from rice farming and plant other crops like sweet potatoes. They say sweet potatoes are more important for their households than rice. It was also found out that many members are committed to the cooperative mission due to the attached benefit that come with being a member. For instance, most members benefit from the extension of short term loans. Once a member has a household financial problem, the cooperative may give him/her a loan with his/her rice produce as its collateral.

Table 5 shows that how purchasing and selling activities of rice cooperatives of Bugesera District are organized.

Table 5:

Organization in purchasing and selling

Items assessed	\bar{x}	σ
Level of organization of sales office	3.5	1
Having a good policy of purchasing seeds and fertilizers	3.4	0.8
Purchasing seeds according to the wishes of management committee	4.2	0.4
Having a good policy of selling production	3.2	0.4
Choosing good seeds	3.3	0.9
Overall Statistics	3.7	

Source: Primary Data, 2017

Table 5 shows that the sales office was strongly ($\bar{x}= 3.55$)found organized, but with different perception of respondents around the mean ($\delta=1$). Interviews revealed that in some cooperatives, officers that are in charge of purchasing fertilizers and other needed materials do not purchase them on time. But members of cooperatives purchase seeds according to the wishes of the management committee. This is done because management committee is strict on the seeds that must be planted. According to the interviews, no one plants a seed that was not approved by the management committee because there is a serious punishment to those who violate such rule.

Other items such as having a good policy on purchasing seeds and fertilizers, on selling production and choosing good seeds were all moderately ($2.5 \leq \bar{x} \leq 3.49$) perceived by respondents. Interviews showed that members of cooperatives were not happy with the price of rice per kg which is usually set by Rwanda Agricultural Board (RAB) in collaboration with cooperative leaders. Secondary data shows that the price per one kilogram of short and long rice during Season B of the agricultural year 2015 was Rwf 240 and Rwf 250 respectively. The cost of one kg of rice was Rfw 213.30 while the profit per Kg was estimated to be 53.32. The computation shows that one Kg was supposed to be sold at Rwf 266.62 but it was sold at Rwf 240 and Rwf 250 respectively for short and long rice respectively due to the price of other competitors. Thus complains of farmers about prices of rice are genuine.

Through interviews, it was also found out that members of cooperatives do not have the same understanding on the best seed to plant. They don't even have adequate knowledge on advantages and disadvantages of every seed. There is need to help them know the advantages and disadvantages of every seed. It was found out that the management committee independently chose a seed that should be planted. That is not appreciated by the cooperative members because they wish to make their choice. They wish if they could choose a seed to plant by themselves during the general meeting.

Table 6 shows how administration and control of rice cooperatives of Bugesera District are organized.

Table 6:

Organization for Administration and Control of cooperatives

Items assessed	\bar{x}	σ
Having regularly every work well monitored	3.6	0.4
Having members who are regularly aware of resources available	3.9	1
Having good communication between members and management team	4	0.2
Having regularly a well prepared report	3.5	0.3
Be capable to settle a wide range of problems	3.2	0.5
Having administrators who are technically competent	3.5	0.5
Having members who are well motivated	3.4	0.6
Having all commands/orders come from the right supervisors (person)	3.9	0.6
Having members who understand and love the vision of this cooperative	3.4	0.6
Working towards the vision of this cooperative	3.4	0.7
Overall Statistics	3.6	

Source: Primary Data, 2017

Table 6 shows that having work well monitored regularly, good communication between members and management team and well prepared regular reports are all strong ($\bar{x} > 3.5$) with homogeneity of perception of respondents around the mean ($\sigma < 0.5$). Reports are regularly presented to the general assembly and be submitted to UCOPRIBU-ABAHUJUMUGAMBI and to other institutions that need it. Having members who are regularly aware of the available resources, administrators who are technically competent and having all commands/orders come from the right supervisors (person) were also perceived by respondents with strong mean but with heterogeneity of perception of respondents around the mean ($\sigma > 0.5$).

Interviews showed that administrators of cooperatives have inadequate knowledge in management of cooperatives; trainings given to them are not enough. The little training they receive has little or no significant impact on the cooperatives because of frequent changes of leaders of cooperatives (sometimes every two years).

Documents show that rice cooperatives in UCOPRIBU-ABAHUJUMUGAMBI have no visions. They have a mission statement which is not well written. They have rather well

written objectives. Cooperatives do not have strategic plans. Joel Ross and Michael Kami cited by Fred R. David (2009) says that “without a strategy, an organization is like a ship without a rudder, going around in circles. It's like a tramp; it has no place to go”.

Table 6 shows that having members who understand and love the vision of the cooperative, working towards the vision of their cooperatives and be capable to settle a wide range of problems were all perceived as moderate ($2.5 \leq \bar{x} \leq 3.49$).

Rice cooperatives do not have vision statements. They have missions and objectives. But these missions and objectives are not professionally well written.

Rarick and Vitton mentioned by Fred R. David, (2009), says that firms with a formalized mission statement have twice the average return on equity than those firms without a formalized mission statement. Bart and Baets mentioned by Fred R. David, (2009) found a positive relationship between mission statements and organizational performance. Again *Business Week* magazine mentioned by Fred R. David, (2009) reports that firms using mission statements have a 30% higher return on certain financial measures than those without such statements.

Table 7 shows the current situation of efficiency and effectiveness of rice cooperatives in Bugesera District.

Table 7:

Cooperative efficiency and Effectiveness

Items assessed	\bar{x}	σ
Having enough quality and quantity of production	3.7	0.5
Having profitability	3.5	0.5
Achieving to cooperative objectives	3.5	0.5
Being able to pay well all cooperative obligations	3.2	0.9
Being able to collect all receivables on time	3.4	0.5
Having improved lifestyle because of this cooperative	4.1	0.3
Overall Statistics	3.6	

Source: Primary Data, 2017

Table 7 assessed efficiency and effectiveness of cooperatives. Having enough quality and quantity of production, having profitability, achieving the cooperative goals, and being able to collect all receivables on time were all perceived with a strong mean ($\bar{x} > 3.5$) but with heterogeneity of perception around the mean.

Interviews proved that some members do not like the variety of rice they produce. They don't appreciate the quality of their produce. The quantity of production is also not appreciated by all. Interviews showed that objectives of cooperative are not regularly achieved. Irrigations are not well done. Annual budget is not achieved regularly and implemented as it should be and operational objectives also are not fulfilled.

Table 7 also shows that being able to pay all cooperative obligations is moderate with ($\bar{x}= 3.2$) and heterogeneity perception of respondents ($\delta=0.9$). According to the interviews, salaries of cooperative workers and other operational expense like taxes are not paid regularly on time.

Table 8 shows the current situation of sustainability and Growth of rice cooperatives of Bugesera District.

Table 8:

Sustainability and Growth

Items assessed	\bar{x}	σ
Having an increase of customers of the cooperative	3.9	0.5
Having increased number of members of cooperative	3.3	1
Having innovations in the process of cooperative services	3.4	0.6
Having a remarkable cooperative progress	3.4	0.4
Overall Statistics	3.5	

Source: Primary Data, 2017

Table 8 that assessed sustainability and growth shows that having an increase of customers of the cooperative was strongly perceived by customers ($\bar{x} > 3.5$) while having an increased number of members of cooperative, innovations in the process of cooperative services and a remarkable cooperative progress were all moderately perceived by respondents. This moderate perception is the result of all unsatisfactory cases that were found in this study.

Table 9 shows the relationship between Cooperative Organization and Successful Management.

Table 9:

Test of Hypothesis between Cooperative Organization and Successful Management

		Successful Management
Cooperative Organization	Pearson Correlation	.992**
	Sig. (2-tailed)	.000
	N	78

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

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

Table 9 that shows the Test of Hypothesis between Cooperative Organization and Successful Management shows that there is a positive and a strong correlation between Cooperative Organization and Successful Management

Table 10:

Test of Hypothesis between variables of Cooperative Organization and Successful Management

Cooperatives Organization	Successful Management	
	R	Significance
Organization for finance	-.123	.282
Organizing the physical facilities	.834**	.000
Organization for production	.912**	.000
Organization for personnel	.905**	.000
Organization in purchasing and selling	.287*	.011
Organization for administration and control	.692**	.000

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

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

Table 10 that shows the Test of Hypothesis between variables of Cooperative Organization and Successful Management shows that there is a positive strong correlation between Organization for production, organization for personnel and successful management. A high positive correlation between Organizing the physical facilities and successful management, a positive moderate high correlation between organization for administration and control and successful management, a weak correlation between Organization in purchasing and selling and successful management and a negative correlation weak correlation between Organization for finance and successful management.

Conclusion and Recommendation

This study assessed Rwanda Cooperatives Organization towards Successful Management: Evidence from Rice Cooperatives of Bugesera District. The choice of the researcher's topic was inspired and informed by the constant affirmation by various government administrators in Rwanda through their speeches that there is mismanagement of cooperatives' resources in the country. This has in turn led to the slow growth of cooperatives

against the projected growth. It used descriptive and correlation research design. Population of the study was composed of all administrators of rice cooperatives of Bugesera District. The researcher picked a sample conveniently of 27 respondents from 90 administrators of rice cooperatives: 3 respondents from each cooperative. Rice cooperatives assessed were 9.

The researcher found out strong elements that were missing for effective cooperative organizations such as vision statements, clear and well written mission statement and objectives.

The researcher recommends the following to cooperatives leaders:

1. To have a strategic plan where vision statement, mission statements and objectives and strategies to achieve the objectives and visions will be well developed and communicated to each member.
2. Cooperatives should be externally audited every year. Cooperatives should not only rely on external audit of RCA because it not always possible to have them when in need. They should therefore be externally audited by other qualified audit firms.
3. Cooperative administrators should continue to sensitize and motivate members to remain active in the cooperative and continue to give short loans to them upon production as collaterals.
4. Committee members should continuously seek advice from their staff as they are well versed with the daily operations of the cooperatives than them.

The researcher recommends the following to the Government, Rwanda Cooperative Agency and other partners:

1. To frequently train all members of rice cooperatives about cooperative administration, rice production and strategic plan so that any change of cooperative leaders may not affect performance of cooperative since members have adequate understanding of cooperative purposes and strategies to achieve its purpose.
2. Internal Auditors should be trained in order to increase their competency and minimize errors and fraud that is rampant among the cooperatives staff.
3. Government and other partners should increase financial and technical support to cooperatives geared towards irrigation for all the cooperative lands.
4. Local government together with cooperative administrators should cooperatively see how to protect land of cooperatives to ensure that no one can snatch or steal a portion of it.

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