

INFLUENCE OF STAKEHOLDERS' PARTICIPATION ON SUSTAINABILITY OF AGRICULTURE PROJECTS IN RWANDA: A CASE STUDY THE CROP INTENSIFICATION PROJECT PROGRAM

¹Immaculate UWAYEZU, ²Dr. Patrick MULYUNGI (PhD), ³Gerard RURANGWA

Abstract: The major problems faced by the projects in Rwanda especially on sustainability of agriculture projects, are the involvement of communities and other stakeholders are present as they have little competence and capacities as well as illiterate in running the project, lack of skill in Monitoring and evaluation the agriculture projects. The general objective of this study is to examine the influence of stakeholders' participation on sustainability of agriculture projects in Rwanda. This research was adopted descriptive research design where descriptive statistics was applied to analyze data from questionnaires. The target population is 320 composed by stakeholders' and staffs of crop intensification project program. For the purpose of this study, a sample size of 175 respondents was determined from stakeholders' and project staffs by using the formula of Sliven's. In this study, data was collected through self administered questionnaires. Table 8 presents the coefficients of model fitness on how stakeholder participation explains sustainability of agriculture projects. Stakeholder participation has an overall correlation with sustainability of agriculture projects of 0.773 which is strong and positive correlation. This means that approximately 77.3% of Stakeholder participation is explained by the sustainability of agriculture projects at 5% level of significance. These indicate the good fit of the regression equation used. The overall significance of the regression estimation model. It indicates that the model is significant in explaining the relationship between stakeholders' participation and sustainability of agriculture projects in Rwanda at 5% level of significance. Analysis of Variance shows that f -calculated is greater than f -critical that is $6.301 > 0.01$. From the research findings the study concluded that participation in project planning, participation in project control and participation in project implementation had a positive and significant effect on the sustainability of agriculture projects. The study also concludes that stakeholder participation ought to the agriculture activities at the earliest stage of the crop intensification project program. Based on the findings of this study, the following recommendations have been suggested. The researcher recommends that CIPP management board should strengthen stakeholder participation by removing the primary bottlenecks identified by the study- information asymmetry/lack of transparency, lack of clarity on stakeholder input and weak legal framework to support stakeholder participation.

Keywords: Stakeholder participation, agriculture activities, agriculture projects.

1. INTRODUCTION

1.1 Background of the Study:

Globally billions of dollars have been spent on community to enhance and strengthen the living condition of people (Peter *et al.*, 2015). Most often these dollars are been offered on a temporary bases and project typically have finite timeframe, yet the impact of the assistance and project are intended to be lasting. But this is not the case for most of donor funded project in Sub Saharan Africa (Ababa, 2013) and the country like Tanzania has not been spared from the situation. While the targeted group are benefiting from the project they also appreciate it and term it as a success, apparently it is well known that what makes a project success is her sustainability after donor exit, and this is what differentiate project success and failure (Peter *et al.*, 2015).

The situation has been contributed by multiple factors among them being poor participation of stakeholder throughout the project life cycle (Bishop, 2011). One of the key factor is the manner through which the project is planned and executed, it is critical to the success that various element of sustainability throughout each stage of the project process. This is particularly true where outside involvement is discontinued after project closure as is the case of much of international development work. With the evidence from secondary source studies reveal that stakeholder participation, involvement, Ownership and commitments to the project implementation has helped to bring sustainability of intervention or initiatives, hence most of them emphasize on stakeholder driven approach if an intervention wants to maintain its presence after the exit of donor support (Peter *et al* ., 2015).According to human capital, for a project to be sustainable, institutional management involved in project needs to be empowered in terms of information, skills and resource. Lesson learnt from agriculture project funded by different agencies in 49 developing countries found that the participation of local community was an important factor for project effectiveness and sustainability. The study explored the role of stakeholder participation in sustainability of donor funded project; has also study responded and added knowledge to previous studies (Mukundane , 2011) and providing deep exploration of concepts and role related to stakeholder participation as discussed by Zacharia *et al.*,2008) study done in central Tanzania.

According to the GOK (2009) projects under the Kenyan ESP were in education, agriculture, fisheries, ICT, markets, health and the industrialization sectors. In the education sector two primary schools in every constituency received Kshs 3.5 million each; one secondary school in each constituency was earmarked to receive Kshs 30 million to transform it into a centre of excellence; 10,500 primary and 2,100 secondary school teachers were to be recruited; tree planting projects were to be carried out in 20 primary schools per constituency. In the health sector one health centre in every constituency was allocated 20 million shillings to transform it into a model health centre Mwangi, (2010). In fresh produce market sector, Kshs 10 million was allocated to every constituency to construct a fresh produce market. In the industrialization sector, Kshs 3.5 million was allocated to every constituency to construct and equip a constituency industrial development centre. In the fisheries sector a total of 200 fish ponds were to be established in 140 constituencies at a total cost of Kshs 1.12 billion. In the agricultural sector irrigation schemes in Bura, Hola, Pekerra, West Kano, Tana Delta, Kibwezi, Ahero, Bunyala and Mwea were to be rehabilitated to improve food security in the country at a total cost of Kshs. 2 billion. In the ICT sector each constituency was to be funded to procure one mobile digital laboratory for secondary schools with the aim of improving access and capacity for ICT use at a total cost of Kshs 1.26 billion.

The success of the ESP projects in the various sectors was dependent on several factors. The availability of resources such as land was a prerequisite condition that the line ministries and beneficiary institutions had guaranteed at the onset. Project financing was guaranteed by the central government through the Ministry of Finance. Each ESP project had its individual stakeholders on whose participation success depended. Stakeholders in the education sectors were drawn from an existing structure that had been relied on in the delivery of infrastructure projects under other funding initiatives and were mandated to run the processes necessary in the implementation of the ESP. For primary schools the school management committees (SMCs) were responsible for this while Board of Governors (BOGs), Parent Teacher Associations (PTAs) and school project development committees were the stakeholders responsible in secondary schools.

The existence of good and well-functioning agriculture project is vital for economic growth, poverty reduction, and wealth and employment creation. Thus the Ministry of Agriculture plays an important role in the attainment of “Kenya vision 2030” goals, Millennium Development Goals (MDGs) and Kenya's Economic Recovery Strategy for wealth and Employment Creation Strategy (ERS) through the provision of agriculture projects facilities to the public by developing, maintaining, rehabilitating and managing of agriculture sector in the country (Mbaabu, 2012). The agriculture sector has been given the highest priority to ensure that the agriculture projects under the economic pillar are implemented, according to the Ministry of agriculture Service Charter (2008).

Stakeholders' involvement is paramount on sustainability of agriculture projects. Even though, minor decisions emergency situations are generally not appropriate for stakeholder participation, a complex situation with far-reaching impacts warrant stakeholder involvement and when done proactively, rather than in response to a problem, helps to avoid problems in the future (Maina, 2013). The focus of stakeholder participation is usually to share information with, and gather input from, members of the public who may have an interest in a project. The Constitution of Kenya 2010 gives citizen the right to take part in activities that have a direct bearing on their lives (Mbaabu, 2012). Agriculture projects are a form of decentralization, whereby funds from the central government is allocated to constituencies for development based on the needs of the local people (Tshangan (2010).

Hence, basing on the above background, the researcher wishes to carry on with findings on how the influence of stakeholders' participation on sustainability of agriculture projects in Rwanda. Thereafter, the findings will enable the researcher to get equipped knowledge on the study that will help in making conclusions on the issue.

1.2 Statement of the Problem:

For long time, development assistance has had lasting history of implementation of agriculture project which fails shortly after the agency has withdrawn her funds. most of these interventions implemented are not effective in achieving set goal and objectives (NPA, 2011). stakeholder participation in project has been long recognized and promoted worldwide by governments, ngo's, un and world bank, this has also been outlined in un declaration for human rights of 1948 by emphasizing on the participation of people in all segment during decision making as a right. stakeholder participation has been the term of any development initiative for over 50, though this term and efforts are being in plague by criticism, there has been an assentation that , policy are formulated and will be practical only if there are locally accepted hence sustainability will be achieved .

in most case the community and stakeholders are only viewed as beneficiary and hurdle in implementing the project (peter *et al.*, 2015). the major problems faced by the projects in Rwanda especially on sustainability of agriculture projects, are the involvement of communities and other stakeholders are present as they have little competence and capacities as well as illiterate in running the project, lack of skill in monitoring and evaluation the agriculture projects while karl (2010) view local people participation in development intervention will achieve their objective if the targeted group or affected population will be included in the social change process. all the above constitute the problem the influence of stakeholders' participation on sustainability of agriculture projects in Rwanda, taking crop intensification project program in Burera district as case study.

1.3 Objective of the Study:

To examine the influence of stakeholders implementation on the sustainability of agriculture projects in Burera district.

2. RESEARCH DESIGN

This research was adopted descriptive research design where descriptive statistics was applied to analyze data from questionnaires.

2.1 Target Population and Sample and Sample Technique:

For the purpose of this study, a sample size of 175 respondents was determined from total population of 320 stakeholders' and project staffs by using the formula of Sliven's.

$$n = \frac{320}{1+320(0.05)^2} = 175 \text{ respondents}$$

3. RESEARCH FINDINGS AND DISCUSSIONS

Appreciation of respondents on the influences of project implementation on the sustainability of the agriculture project.

Table1: Appreciation of respondents on the influences of project implementation on the sustainability of the agriculture project

Statements	SA	A	UN	D	SD
1. Stakeholders' support brings together individuals, families, or communities who assume responsibility for their own welfare (ownership).	(52.4%)	(47.6%)	-	-	-
2. Stakeholders' contribution influences the direction and execution of agriculture development projects rather than merely receive a share of project benefits.	-	(28.6%)	-	(38.1%)	(33.3%)
3. Building a partnership with the communities lead towards improving the people's problem solving capacities.	(42.9%)	(42.9%)	(14.3%)	-	-
4. People from northern province benefit from the crop intensification program.	(9.5%)	(76.2%)	(14.3%)	-	-

5. The crop intensification program project promotes social networks amongst stakeholders.	(19.0%)	(76.2%)	(4.8%)	-	-
6. The agriculture project has enhanced partnerships between the local community and the government or non-governmental organizations.	(97.4%)	(2.6%)	-	-	-
7. The project has encouraged stakeholders to take ownerships of their own community resources.	(57.1%)	(42.9%)	-	-	-

Source: Primary data, 2018

To implement a project means to carry out activities proposed in the application form with the aim to achieve project objectives and deliver results and outputs. Its success depends on many internal and external factors. Monitoring project progress is a main programme management tool. As an administrative procedure, the main task of monitoring is to assure that project inputs (budget and activities) and outputs are in line with the original plan (the application), and that the expenditure incurred complies with the rules of eligibility. The main feature of project monitoring is that it is based on the project application.

Table 1, shows the appreciation of respondents on the influences of project implementation on the sustainability of the agriculture project. The stakeholders' support brings together individuals, families, or communities who assume responsibility for their own welfare (ownership), constituted (52.4%) are strongly agreed and (47.6%) are agreed. The stakeholders' contribution influences the direction and execution of agriculture development projects rather than merely receive a share of project benefits appreciated by 66.7%.

The project application that was approved by the programme is the baseline for project implementation.

It is the main document that helps the project manager track progress. The project application contains project objectives, a description of the activities for achieving them, and measurable output and result indicators to show they have been achieved. However, you should not expect the project to be implemented exactly as planned.

No matter how good the original plan is, there will always be some deviation during implementation of the project. This should be anticipated, and the aim of project management is to track this deviation, make sure it stays within the scope of the project, and redirect activities to get back on track. The further the project goes into implementation, the more important it is to track things systematically to avoid drifting away too much from the original outline and falling outside the scope of the project. Remember also that many modifications will actually be improvements, and that it is this dynamic aspect of project management and the ability to adapt to modifications that are likely to lead to success. Agriculture project activities may lead to better ways of doing things; all of these things naturally lead to activity modifications and involvement of the stakeholders. A large part of the project manager's role involves monitoring these modifications and ensuring that they do not threaten achievement of the final objectives. A key skill is flexibility and being able to adapt to rapid changes without losing sight of objectives.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.427 ^a	.773	.542	241
a.	Predictors: (Constant), Control, Implementation and Planning			

Table 2 presents the coefficients of model fitness on how stakeholder participation explains sustainability of agriculture projects. Stakeholder participation has an overall correlation with sustainability of agriculture projects of 0.773 which is strong and positive correlation. This means that approximately 77.3% of Stakeholder participation is explained by the sustainability of agriculture projects at 5% level of significance. These indicate the good fit of the regression equation used.

The rule of thumb said that, usually an R square of more than 50% is considered as better, this study show that R square is (0.743) implying that socio networks have impact on promoting the Rwanda image.

Table 3: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.612	3	5.401	4.301	.000 ^a
	Residual	.762	171	.010		
	Total	33.255	174			
a. Predictors: (Constant), project implementation						
b. Dependent Variable: Sustainability of agriculture project						

Table 3 shows the overall significance of the regression estimation model. It indicates that the model is significant in explaining the relationship between stakeholders' participation and sustainability of agriculture projects in Rwanda at 5% level of significance. Analysis of Variance shows that f-calculated is greater than f – critical that is $6.301 > 0.01$. This implies that the regression equation was well specified and therefore the co-efficient of the regression shows that there is a strong relationship between stakeholders' participation and sustainability of agriculture projects. The analysis of variance of the predictors of the model has a significance of 0.001.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.132	.081		1.728	.031
	Implementation	.854	.064	.052	1.631	.000
a. Dependent Variable: sustainability of agriculture projects in Rwanda						

From table 4.10, the regression model therefore becomes:

$$Y = 0.132 + 0.854x_2 + x_3 + \epsilon$$

On Table 4 the regression coefficients of the predictors (sustainability of agriculture projects in Rwanda) are presented. Results indicate that the project implementation is the most significant in explaining the project sustainability with a significance of 0.000 which is less than a p-value of 0.05 and beta value is 0.854. This means that project implementation is very important than project control and project planning.

4. CONCLUSIONS

From the research findings the study concluded that participation in project planning, participation in project control and participation in project implementation had a positive and significant effect on the sustainability of agriculture projects. Most notably participation in project activities such as identification screening and selection is the most critical as it is at this stage where stakeholder can have the highest influences. However, participation in the subsequent stage is equally important. Nevertheless, as established in the study the influence the stakeholder have on the sustainability of project.

Results from inferential statistics imply that among other factors, stakeholder participation in project initiation, planning, implementation and control are strong and significant determinants the sustainability of agriculture projects in Rwanda.

5. RECOMMENDATIONS

Based on the findings of this study, the following recommendations have been suggested. From the foregoing discussion, stakeholder participation component in crop intensification project program (CIPP). It is a powerful tool which should not be flouted but which must be prudently applied whenever a CIPP project is being carried out. This is because it enhances and augments the sustainability of CIPP projects. Stakeholder participation in CIPP project initiation is very important.

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