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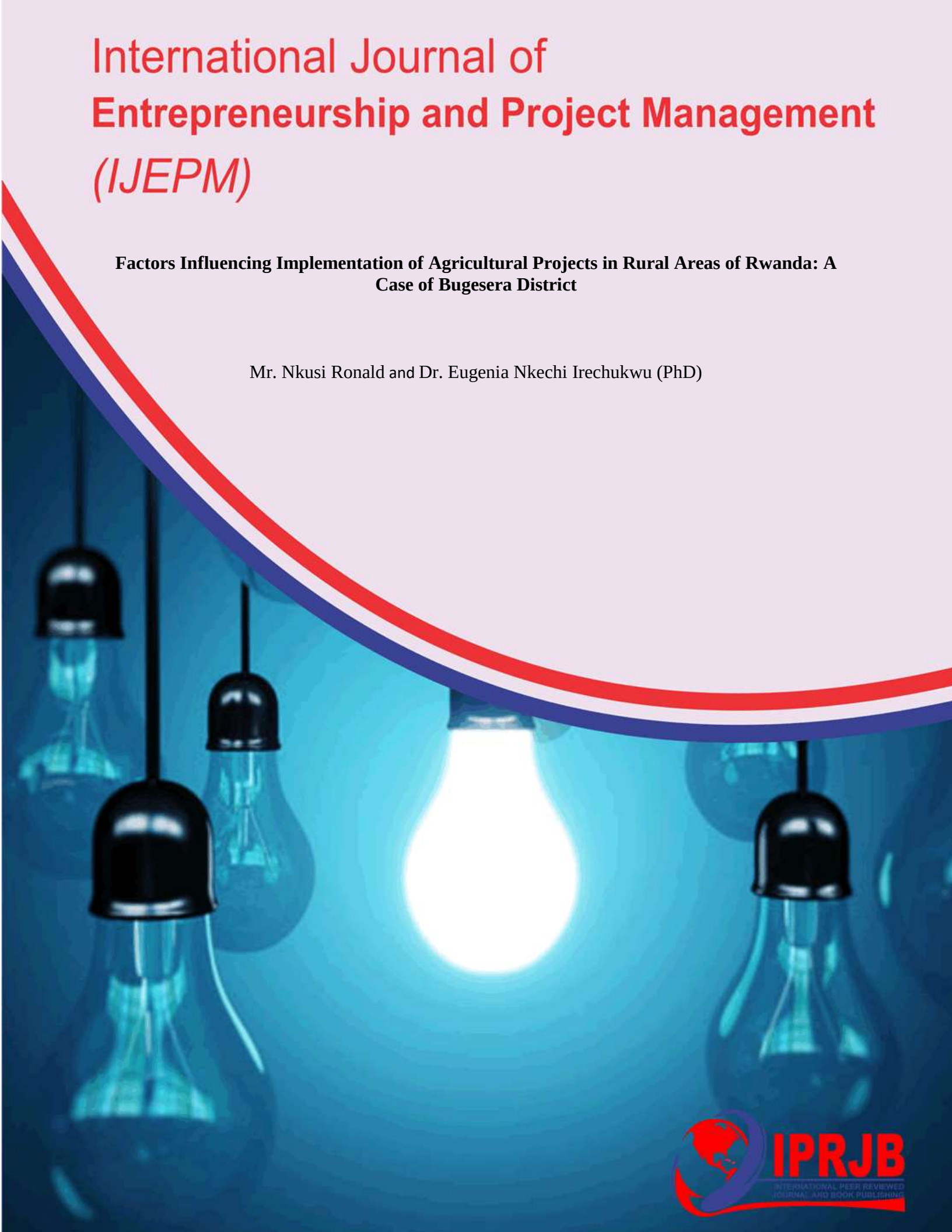
Mr. Nkusi Ronald and Dr. Eugenia Nkechi Irechukwu (PhD)



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Factors Influencing Implementation of Agricultural Projects in Rural Areas of Rwanda: A Case of Bugesera District

[1*]Mr. Nkusi Ronald
Masters of Business Administration (Project Management), Mount Kenya University

[2]Dr. Eugenia Nkechi Irechukwu (PhD)
Department of Business Administration, Mount Kenya University

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Abstract

Purpose: The aim of the study is to assess the factors influencing Implementation of Agricultural projects in Bugesera District Eastern Province of Rwanda from 2022-2024.

Methodology: The study selected Bugesera District as a study population with 80 target population. The study adopted descriptive survey that involves quantitative approaches. Qualitative analysis was to review the existing Literature, and quantitative involved collecting of data from the field. In this research Bugesera District was study population with 80 target population and sample size of 67%. Yaman formula and then purposive sampling technique was adopted. Both secondary and primary data used. Therefore primary data collected through questionnaires where formulated and forwarded to respondents to gather primary data, SPSS version 25 used in analysis and presentation of data it table, descriptive statistical analysis, was comprised of mean and standard deviation as well as inferential statistics such as Pearson correlation (r) and multiple linear regression analysis.

Findings: The study highlighted their opinions with the rate of 58.6% strongly agreed, 26.2 agreed 13.7% indicated neutral, and 2.3% disagreed with mean of 6.5 and standard deviation of 1.76, respondents highlighted their about the statement of stakeholder engagement with high rate of 52.1%, strongly agreed, and 28.9% agreed, 12.7% stated neutral, 3.9% disagreed, 2%strongly disagreed, with mean of 6.3 and standard deviation of 1.78. and lastly 56.5% strongly agreed, 25.5% agreed, 11.9% stated that neutral, 3.9% disagreed, 1.9% strongly disagreed, the statement of training provide knowledge and skill with mean of 6.333 and standard deviation of 1.7. Researcher revealed that training of stakeholders and farmers has positive effects on agricultural project implementation in Bugesera District.

Unique Contribution to Theory, Practice and Policy: The researcher recommended to Bugesera District in department of agricultural projects to continue humanize project planning, allow stakeholder involvement and season training of farmers, such that planned project of agriculture implemented at upper level.

Keywords: *Project Implementation, Agriculture Project Performance*

INTRODUCTION

Project implementation phase is one of the longest phases in project management because it consumes a lot of energy and time. In this phase, risk, time, resource quality and other issues are managed for the success of the project (Al-Agele and Ali, 2017). The time to support the work allows the leader to achieve the goals defined in the work plan, which makes the work more efficient (Lencucha , 2020). In this study, less attention was paid to the problems related to the scope and success of the plan and the importance of the implementation of the plan for the progress of the plan. However, the implementation of a bad strategy seems to affect the performance of the project, exposing the project to a lot of value.

Operational processes such as strategic planning, communication, monitoring and evaluation are always considered internal, while other external operational processes are considered external. These methods can be considered important in the implementation if they affect the success or failure of the project (Munns and Bjeirmi, 2020). The implementation of the project requires the completion of all important tasks specified in the work planning process (Dunna and Burela, 2017; Igwe, 2018; Macharia, 2017)and the completion of the work phase of 80-85% of all resources and work to be done. Complete the project. Time management requires the integration of processes and people to achieve the goals (Al-hajj and Zraunig, 2018). Due to the importance of the strategic planning phase, it is important to rely on the impact, coordination management, follow-up and functioning of the project management process (Geoffrey and Saada, 2017).

During the project, planning, adaptation and communication must take place in order for the project to be completed. In order for the job to be done successfully, it is important to hire the right talent, assign people to tasks and responsibilities, provide training and education on performance and have the right education system. According to the general findings on the protection of the natural environment (IUCA,, 2014), the implementation of the plan should be all that is needed. Some of the activities related to the implementation of the project are: increasing capital, acquiring raw materials and training human capital. These factors ensure the success of the job. According to the FAO (2017) Food Security Project in Sub-Saharan Africa, the results showed that for the project to meet the standards, the reading of users should be at a satisfaction level in order to achieve the maximum level of promotion and growth in a situation. Low level of education leads to low labor force and education results. Appreciate the implementation of the project leading to the improvement of the project.

Agriculture in Rwanda is considered the foundation of the economy and is therefore important for the country's economic development and poverty reduction. For this reason, the country has taken measures to develop agriculture by developing many agricultural projects. Programs such as the Imbaraga Program, the Rwanda Green Fund (FONERWA), the Program de Gestation des Espaces Ruraux du Buberuka (PGERB), the Program development du Nord (DERN Program) and others, and the Sabyinyo Community Livelihood Association (SACOLA). Agriculture provides 39% of gross domestic product (GDP) growth, 80% of employment, 63% of foreign exchange earnings and 90% of the country's desired product. Agriculture faces the problem of limited land due to population growth Agriculture faces the problem of land due to high population, poor water management, small land holdings, lack of public and private capital, and limited enterprises due to difficulties in accessing materials and agriculture.

The country's annual per capita income is US$550, and the rural poverty rate is 49%, rising to 76% for families whose main income is agriculture (FAO, 2017). According to the Food and Agriculture Organization (FAO) (2019), approximately 925 million people worldwide (approximately 14% of the world's population) is food insecure, of which 239 million (or 26%) are in Sub-Saharan Africa. The Agricultural Revitalization Strategy highlights the importance of agriculture in combating poverty among rural communities (RRA) in Nigeria. It has been identified that one of the reasons for agricultural production in some countries is the poor performance of agriculture. Timeliness, budget adherence, accountability and delivery of desired results are essential for business success (Karanja, 2020).

In East African countries like Kenya, this challenge is not specific to specific industries but covers all industries; however, the severity of these issues may vary from business to business in terms of the six key elements of project management: leadership, organizational development, business-oriented approach, technical support management, user experience and visibility (Oyugi, 2018). Just as this project management process has been taught and used in many places over the last half century, research in Uganda shows that agricultural work is influenced by the culture of the country's strategy and how the East African country wants to focus on NGO funding and accountability.

According to Benedict (2020), NGOs often rely on government regulations to justify their financial activities because there are many restrictions on government spending in the state and it seems to require a significant set of time and capital to prove the ability of the state and the country. . Independent organizations have a significant impact on society. The main purpose of agriculture is to improve agricultural production and thus reduce poverty, especially in developing countries where people are mostly dependent on agricultural products (Poostchi, 2016). Although Rwandan farmers have developed agricultural science, the use of modern science and technology in agriculture is still limited. Most farmers do not have knowledge about the types of agriculture used and the timing of their application. The cost of basic inputs such as seeds, pesticides and fertilizers is high for poor farmers. Therefore, most farmers do not use them. This situation reduces the productivity of farmers (MINAGRI, 2018).

Despite the importance and attention given to projects, the final outcome of most projects is disappointing with mediocre performance across most projects across countries, industries and sectors (Jugdev and Muller,, 2005). A World Bank report (insert year) shows that the Rwandan government has received grants from various sources to finance various food security and other sustainable development goals (World Bank, 2018). However, according to the World Bank (2019), performance is poor with success rates lower in Sub-Saharan Africa and Asia. The main reasons for failure include poor implementation, inadequate monitoring and evaluation, lack of established procedures to guide project management, lack of project management capacity, inadequate participation and political interference (Ndayisaba and Mulungi,, 2018).

The success rate of agricultural planning depends on its preparation and is 30-50%. The poverty line in Rwanda, measured according to the international poverty line, was 77.2% in 2001 and 55.5% in 2017. The national poverty line measurement shows a decrease in the poverty line from 58.9% -38.2% (NISR, 2018). Poverty in Rwanda has decreased; in 2010, 2011 and 2013 and 2014, 14.5% of people were released from poverty and 9.52% entered the poverty line; the number of

people has increased since 2013, 2014 and 2016/2017. Poverty is 13.4% and the rate of those released from poverty is 11.75% (NISR, 2018). Persistently high poverty levels have slowed down progress in agriculture, while inadequate use of agricultural resources has led to the failure of some farms in Rwanda. Among the 110 jobs created between 2012 and 2015, 32 jobs were later cancelled among livestock and agricultural management family businesses due to innovative ideas, management Honor group for monitoring and evaluation and financial partners (MINAGRI, 2018). The main objective of this research was to assess the factors influencing Implementation of Agricultural projects in Bugesera District, Eastern Province of Rwanda from 2022-2024.

The study conducted by Sheillah (2020), in Rwanda shows that having monitoring and evaluation does not guarantee project success. The research results also show that the monitoring and evaluation framework has a strong relationship with the success of the farm, the Spearman correlation coefficient is 0.511. In the evaluation of information sharing and utilization, the Spearman correlation coefficient is 0.476, which has a significant impact on performance (Shukla, 2015).

Specific Objectives

i. To examine how project planning influence the implementation of agricultural projects and performance in Bugesera District Eastern Province of Rwanda.
ii. To determine the influence of stakeholders engagement in agricultural implementation and performance in Bugesera district.
iii. To evaluate the influence of farmers trainings on the implementation and performance of agricultural projects in Bugesera District.

Theoretical Review

Agriculture is the production of food and goods through farming. Agriculture is the main development that contributes to the success of human development by farming food-producing livestock and plants (e.g. crops) that contribute to the growth of large populations and stratified societies. It involves many techniques and methods, including the process of expanding land suitable for cultivation by digging water and other irrigation methods (FAO, 2017).

The success of the project depends on the ability to meet the requirements of cost, time, quality, performance and others, and the achievement of business objectives is called performance realization (Liu, 2009). For people, performance is not the determining factor for people to join the partnership. Promotion is a process with lines called performance levels that determine the position in the process (Obegi, 2017), clearly showing that high levels of performance can be divided into several groups. For example, quality improvement indicates that a product or result better meets stakeholder expectations. Therefore, this theoretical study investigates the factors related to agricultural work.

Project Planning and Project Performance

Strategic planning affects performance on a global scale (2016, Hamrd), approximately 38% of world projects has a failure that caused by poor schematic planning stage. In 2012, it was estimated that program failure would cost EU countries $142 billion per year (Mcmanus, 2018). A study conducted in Pakistan investigates the way designing project hinder the business proress by

mediating the role of risk management and influencing the impact of strategic management; conventions, regressions and correlations show the relationship between project design and development (Naeem, 2018), and the study concludes that work planning affects project success and it is recommended to give more importance to the planning phase during the project. A study conducted by (Tesfaye, 2017)in the United States found that the business planning process prevents human issues and project cost, time, and threats related to project work.

The study concluded that attention should be paid to the planning process for the project to be successful and managers should focus on the initial stage of planning. Since most projects are reported as failures, approximately 47% of failures in Sub-Saharan Africa are attributed to poor performance. In Ghana, business planning has been shown to have a significant impact on business performance (Amponsah, 2012).The research carried out by (Gbahabo, 2017), on the impact of project interval to progress realized how budget and time delays over procurement process have a negative impact on resource utilization. It concluded that procurement procedures might modernize. By referring to (2013, Adeyemi), in Nigeria the findings showed that designing of the project has positive relations about quality of the projects, progress and achievement. The study concluded that the work plan should be the foundation of the success of all projects and recommended that managers focus on this phase. According to (Amadi, 2017), in Kenya showed that planning, evaluation and monitoring, effective communication and stakeholder participation in community development programs are strong.

Stakeholders' Intervention and Project Performance

Stakeholder engagement is a way to ensure that all individuals, organizations, and institutions hinder either hindered by outcome of the project participate in the project and design and develop decision-making processes that include their expectations and needs. Collaboration with stakeholders is an important part of the success of the project, activity, or project. Shareholder is an individual, group, or organization that can be affected, impacted, or perceived to be affected by the project. Stakeholders can include customers, project managers, developers, product developers, suppliers, financial institutions, clients, owners, employees, and local people (Jonson, 2016).

Participation of stakeholder is a way to ensure that all individuals, organizations, and institutions that affect or are affected by project outcomes participate in the project and design and develop decision-making processes that include their expectations and needs (Talley, 2016). Collaboration with stakeholders is an important part of the success of any project, activity, or project. Shareholder defers to individual, society, either association that may be hindered, impacted, or perceived to hinder by the scheme. Stakeholders can include customers, project managers, developers, product developers, suppliers, financial institutions, clients, owners, employees, and local communities (Jonson, 2016).

By referring to the study done by Klijn (2019) about the portion stakeholders in government-controlled partnerships in sub-Saharan Africa found that stakeholders facilitated community group collaboration and supported innovation but did not improve the program. The results of many student participation studies suggest that government and community stakeholder involvement affects the effectiveness of schemes. The carried out Vaquero, (2021)about stakeholders, (2021), on stakeholders' growth in product design (NPD) realized that in Nigeria engagement of

stakeholders can affect the effectiveness of new products and inefficiencies in the new manufacturing process. The conclusion is that having the best products that lead to customer attractions requires the use of knowledge from people involved in each stage of growth. Additionally, a study that aimed to analyze the impact of non-traditional stakeholders in the development of projects found a positive relationship between the development of our project and different metrics: requests for information, improvements in project quality, and rapid delivery. The study found that stakeholder involvement in a mining project has an impact on project performance; a study in Uganda found a positive relationship between organizational involvement and success in poverty reduction programs (Hassan, 2017).

Farmers' Training and Project Performance

The Farmer Training and Employment Program aims to affect the transfer of skills and knowledge to farmers. The training content may not be well known to farmers or may already be available but not widely adopted. Farmers need intervention training to be effective. Furthermore, the program needs to be tailored to local conditions for farmers to truly benefit. Through interventions, farmers must be able to change the inputs and outputs of their farming (Stewart, 2015). They conducted a study to assess the impact of innovation, education and technology on food security and the economy of smallholder farmers in Africa. The study was conducted through research repositories on agricultural development. Grey data from 39 sites were analyzed showing the impact of education or introduction of new techniques to smallholder farmers in Africa between 1990 and 2014. The study found that agricultural reforms had some positive impacts on the food security of smallholder farmers. The findings also suggest that income from the education intervention for farmers, although not significantly in the documentation, increases income from farmers' crops. This study supports more rigorous research on the impact of smallholder farmers in Africa to better measure impact (2015, Stewart).

Research by Marty (2015) investigated how participation in sustainable agriculture initiation affects the income and productivity of soybean farmers in the northern part of the country. Data from 200 smallholder farmers were analyzed using similar scores. The results showed that participation in farmer training increased agricultural productivity by 28%. However, the increase in agricultural income of participating farmers was not significant. The study concluded that although farmers directly participating in agricultural development may increase their income in the short term, this does not guarantee higher income. Education also allows farmers to take risks in the production process. They decided to provide business training such as business analysis, business management, distribution, etc. Supporting smallholder farmers to identify the most beneficial technologies for them and enabling them to participate in new agricultural practices. Mgendi, Mao, and Qiao (2021), analyzed the impact of education on smallholder farmers in Tanzania. The data was obtained from a rice farmer in the Movomero District and the empirical analysis was conducted from sample data. The results of the study showed that profits more than doubled between educated and uneducated farmers who had access to irrigation water. The study found that the difference between educated and uneducated farmers regarding irrigation schemes was not significant. The study concluded that for the development of small farmers, education should be done through other agricultural and non-agricultural activities.

Project Monitoring, Project Performance and Evaluation

Many studies show that monitoring and evaluation studies affect performance (Ocharo & Waitera, 2015). For example, in Cuba, activities such as monitoring and evaluation planning and teaching before production and implementation are mentioned in order to achieve the desired results (Abarinda 2019). In the study conducted by Winch, (2010) in Kuru, Kenya, the relationship between employment and monitoring and evaluation was examined considering the economic impact of agriculture, and it revealed that there was a positive relationship between farming dependency and freedom. This study concluded that monitoring and evaluation played an important role in cost and financial management.

Education also allows farmers to take risks in the production process. They decided to provide business training such as business analysis, business management, distribution, etc. Supporting smallholder farmers to identify the most beneficial technologies for them and enabling them to participate in new agricultural practices. (Mgendi, 2021), analyzed the impact of education on smallholder farmers in Tanzania. The data was obtained from a rice farmer in the Movomero District and the empirical analysis was conducted from sample data. The results of the study showed that profits more than doubled between educated and uneducated farmers who had access to irrigation water. The study found that the difference between educated and uneducated farmers regarding irrigation schemes was not significant. The study concluded that for the development of small farmers, education should be done through other agricultural and non-agricultural activities.

According to Naeem (2018) believes that project plans are often created in offices far from the project site and those affected by the work, and the process defined in the project manual is often rigid. However, this study failed to show the extent to which project managers make efforts to include farmers as stakeholders in the project planning process. In another study, Basamh (2013) examined the effectiveness of implementation and management change in companies affiliated with the Malaysian government. This study focuses on project managers, team members, change managers, and other senior managers involved in the project. Therefore, the authors mentioned the need to address the allocation of resources, communication and other issues to follow best practices and mentioned some expectations of the aid group. Ashuma (2015) began to examine the factors affecting the implementation of agricultural research in Kenya, focusing on international livestock.

Critical Review and Research Gap Identification

In Rwanda, very few researchers have investigated the practices and functioning of agriculture. Existing studies based on agricultural projects have been well done. However, these studies do not address the main points of successful farming due to many problems related to farming. Therefore, a study should be conducted to determine the importance of the success of agriculture in Rwanda. Although Rwandan farmers have developed agricultural science, the use of modern science and technology in agriculture is still limited. Most farmers do not have knowledge about the types of agricultural practices used and the timing of their application. For poor farmers, the cost of basic inputs such as seeds, pesticides and fertilizers is high. Therefore, most farmers do not use them. This reduces farmers' productivity (MINAGRI, 2018).

A study by Zwickau (2019) investigated many problems that can be encountered during project management, some of the main problems are: poor planning, insufficient capacity to obtain the

necessary funds for the project, the development strategy is not good, the budget is not good, the project manager is not sufficient capacity, lack of monitoring and evaluation of the project, delay in cash payments from customers, and cooperation with minority stakeholders. Denial and awareness of the impact leads to failure, and although there are problems and they affect the success of the project, there is no research that analyzes these problems and shows how to protect them.

Conceptual Framework

The conceptual framework literally refers to a shape or weight-bearing entity. It refers to a collection of principles, precepts, and rules that serve as the foundation for ideas, conclusions, and judgments. This study considers three variables in this case. The conceptual framework literally refers to a shape or weight-bearing entity. It refers to a collection of principles, precepts, and rules that serve as the foundation for ideas, conclusions, and judgments.

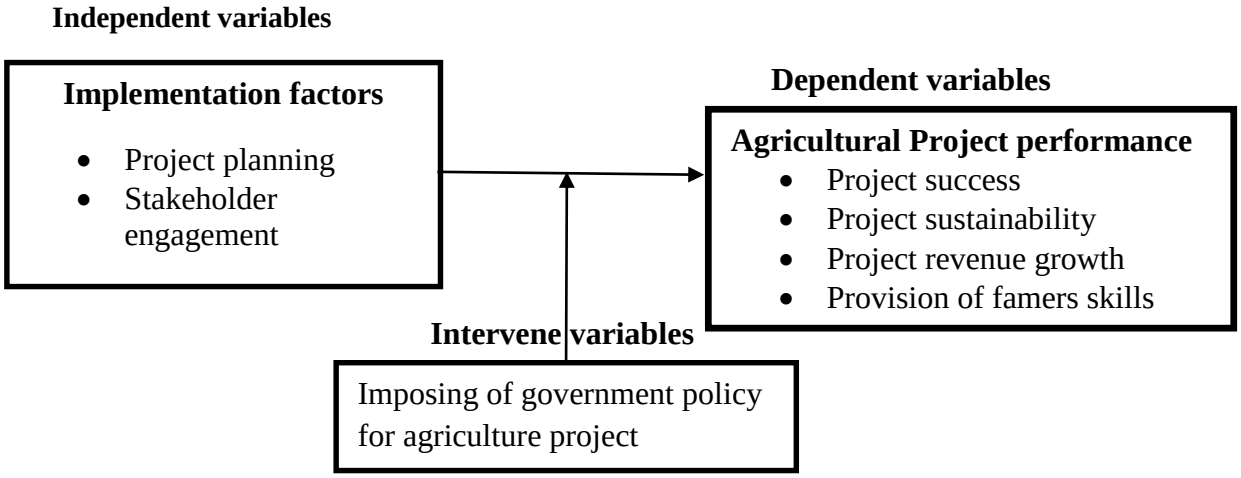

Figure 1: Conceptual Framework

The researcher examines different articles, essays, reports and books related to the participation of the participants and project work. Cooperation with the stakeholders in providing facilities is an important step in the project work and the implementation of the project ensures the success of the project. The progress of agricultural projects can be disappointing due to the path followed by government strategies, participation of the stakeholders in financial assistance, planning of the projects and hand in hand participation with the participants. A number of projects focusing on the participation of the stakeholders have achieved significant and effective results in all stages of the Life Project Circle. This goes through the planning, implementation and monitoring stages. The role of the participants in the cooperative and their significant contribution to the success and performance of the farm will be explored with the aim of providing important information that will benefit Rwanda's agricultural sector.

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METHODOLOGY

Research Design

The purpose is defined as the group; this study is a cross-sectional design and was conducted using different methods (Denise, 2019). Quantitative methods involve the process of collecting and analyzing numerical data from which information about the nature of the phenomenon being studied is obtained. Statistical methods are useful. Researchers use different methods to better understand the relationship between factors influencing in implementation of agricultural projects.

Target Population

Target population defined as a group of individuals with objects or items selected for statistics measurement (Sekaran and Bougie, 2016). In a large-scale study, it would be impossible to obtain data from the entire population for this analysis. As a result, a representative sample of the target population selected in order to provide the information that required for this study (Saunders, 2016). Key objective of this research is to evaluate the implementation factors on agricultural project and performance in Rwanda whereby Bugesera district in Eastern province selected to serve as a study population with 80 target population.

Sample Design

Sample Design outlines explanation of the method that the researcher used to regulate the sample size and the techniques that used in sampling. It is used to reduce the expenses and time to allow the researcher to estimate the information about entire population.

Sample Size

Practicing of Slovin's (66.6%) method the sample size regulated from a total population of 80 individuals and measured the illustrative of the real population for in this research. The formula to be used is as follow: $n = \frac{N}{1+N(e)^2}$

Whereby n= Sample size

e= Probability of error (Its desired precision is 0.05)

N= the estimate of the population size.

Therefore; $n= \frac{80}{1+80(0.05)^2}$

N= 80; e= 0.5; e2= 0.0025

n = 80/1+ 80 (0.0025) n= 80/1+0.2 n= 66.6

The sample size is 66.6 which included of 2 program Directors, 15 projects supervisors, and 50

Table 1: Sample Size

Category	Frequency
Program coordinators	2
Projects Supervisors	15
Staffs	50
Total	**67**

Source: Primary Data (2024)

Sampling Techniques

Both stratified and purposive sampling techniques used in this study. Stratified sampling was used to divide respondents into groups based on their distinct strata which are beneficiaries, projects Directors, Supervisors and staffs of agricultural department in Bugesera District. It was ensured that the collected sample was representative of the population under study by collecting samples from each distinct strata of the population (Kothari, 2004). Object of sampling used to select participants who provide adequate responses for the study. This technique used based upon the judgment of researcher that selected sample population were able to offer adequate responses reflected the objectives of the study. The researcher taken a sample from each of the strata composing Bugesera District Staffs

Data Collection Methods

Data collection methods are techniques by which data get collected from all the appropriate sources, to find responses, test hypotheses and assess the results of study. The method to be used in data collection can be divided into two categories: Primary and secondary data collection techniques (Hackett, 2018). The researcher used both primary and secondary data collection methods. The primary source of information for the study deals with the collection of the empirical data collected using survey questionnaires. Secondary data, mainly composed of the literature review were sourced from published and unpublished materials from online libraries and Mount Kenya University Library. They include journals, articles and books related to the subject under study.

Data Collection Instruments

Research questionnaires were self-administered collected primary data from the respondents and the researcher consistent by gathering adequate response. Research questionnaire divided into two parts (A and B). The questionnaire's Part B, was made up of questions about the implementation factors and performance of agricultural project their impact. Part A provided demographic information about the respondents from Bugesera district Eastern province of Rwanda. Open-ended and closed-ended questions, as well as organized and unstructured inquiries, were used in questionnaires. Structured questions shorten the amount of time needed to collect data, but unstructured questions stimulate thorough responses that enhance the quality of the data to be collected (Cooper, 2008).

Administration of Research Instruments

Data collection authorization letter was obtained from Mount Kenya University and then the researcher presented the letter to administration of Bugesera District Eastern Province of Rwanda to seek for permission of collecting data. After getting permission to meet with respondents, researcher distributed research questionnaires to the selected number of respondent such that gather relevant information about factors influence to implement the performance of agricultural projects in Bugesera district.

Validity and Reliability of the Instrument.

Validity is a significant of the study obligation. It is the degree that an approach quantifies what able to measure is known as its validity. It estimates how well the research finding captures specific variable or concept (Saunders, Lewis, & Thornhill, 2009). The degree to which an instrument produces the desired result is what determines its validity. It is used to make sure that the measure only reflects the variable that supposed to evaluate. To maintain the validity of the instrument, the researcher ensured that the items on the questionnaire are structured according to research objectives (Heale, 2015). The agricultural project supervisors also reviewed the questionnaires and provide expertise guidance against the set objectives.

Reliability

Campos, (2017) stated the reliability as strength of the valuation tool to yield the reliable findings once practiced for a period of time. The consistency of measurement techniques in this study was tested by using the reliability. Since reliability is concerned with the accurateness of the actual measuring tools neither techniques; to test the liability of the data collection tools, the pre-test help the researcher to analyze the reliability of information that tabulated them using English editor.

Analysis Procedure

According to Tromp & Kombo, (2006) data analysis refers to an examination from the findings, is done, in order to transform it into more usable form. After collecting questionnaires from the respondents, the researcher checked some errors or mistakes may be caused by respondents, questionnaires that were with mistakes excluded. Those without errors and were assigned with codes and enter into Statistical Product and Service Solution (SPSS) version 25 for the analysis. The findings from the analysis analyzed in forms of frequencies, percentages, standards deviations, and means.

FINDINGS AND DISCUSSIONS

This chapter presents the research findings and discussions after analysis of the findings. The study divided into two parts. Whereby part A provided attendants of the study profile, second part present the findings from the field that related on each research objective**.** Therefore, questionnaires distributed to the research attendants' ant the questionnaires were field 100% thus 67 of attendants.

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Table 2: Project Planning Influence in Implementation of Agricultural Projects

Descriptions	SD		D		N		A		SA		Mn	Std
	N	%		%						%		
Project planning is essential factor for the implantation and performance of agricultural projects in Bugessera district	-		3	4.4	6	8.9	15	22.3	43	64.1	6.6	1.78
Agricultural projects achieved their goals due to effective planning of project in Bugesera District	-		2	2.9	9	13.4	18	26.8	38	56.7	6.5	1.74
There is sustainability of agricultural projects in Bugesera District due to effective planning of agricultural projects	-	-	1	1.4	11	16.4	17	25.3	38	56.7	6.5	1.75
Agricultural projects increased their productivity due to effective planning of projects in Bugesera District	-	-	-	-	7	10.4	19	28.3	41	61.1	6.5	1.76
Modern facilities in agriculture employed due to effective planning of projects in Bugesera district	-		2	2.9	13	19.4	19	28.3	35	52.2	6.6	1.7
Total	**0**		**0.0**	**2.3**		**13.7**		**26.2**		**58.6**	**6.62**	**1.7**

Source: Primary Data from the Field (2024)

Table 2 above indicates the opinions from respondents about project planning on influencing the implementation of agricultural projects whereby; respondents (4.4%, disagreed 8.9% indicated Neutral, 22.3% agreed, 64.1% strongly agreed) these opinions agreed on essential factors for implementation and performance with 6.6 mean and 1.78 standard deviation. Opinions from respondents on about agricultural being achieve the goals due to project planning of Bugesera project, (2.9% disagreed, 13.4% indicated neutral, 26.8% agreed, 56.7% strongly agreed) the mean is 6.5 and standard deviation of 1.74. Opinions on about sustainability agricultural project in Bugesera District the number of respondents, (1.4% disagreed, 16.4% indicated natural, 25.3% agreed, 56.7% strongly agreed), the mean 6.5 and standard deviation of 1.75.The opinions of respondents on about increased of productivity for agricultural projects, (10.4% disagreed, 28.3%

highlighted neutral, 28.3% agreed, 61.1% strongly agreed), the mean is 6.5 and standard deviation of 1.76. And opinions from respondents on about modern facilities of being employed due to effective planning, (2.9%, disagreed, 19.4% highlighted neutral, 28.3% agreed, 52.2% strongly agreed) the mean is 6.6 and the standard deviation is 1.7. Basing on the finding that provided by respondents from Bugesera district about project planning on influencing the implementation of agricultural projects whereby; respondents highlighted their opinions in highest percentage of 58.6% strongly agreed, 26.2 agreed 13.7% indicated neutral, and 2.3% disagreed with mean of 6.5 and standard deviation of 1.76, the researcher analyzed opinions and viewed that planning for the agricultural projects it's a very effective factor on agricultural farming, it leads to the essential performance of agricultural project in Bugesera District.

Table 3: Influences of Stakeholders' Engagement in Agricultural Implementation and Performance

Description	SD		D		N		A		SA		Mean	Std
	N	%	N	%	N	%	N	%	N	%		
Agricultural projects in Bugesera District implemented their goals due to stakeholders' engagement	2	2.9	1	1.6	5	7.4	11	16.4	47	70.1	6.63	1.78
Agricultural project in Bugesera district financially stable due to stakeholders' engagement	1	1.4	2	2.9	13	19.4	19	28.3	34	50.7	6.45	1.73
Agricultural projects in Bugesera district increased the level of productivity due to stakeholders' engagement	2	2.9	3	4.4	11	16.4	23	34.3	28	41.7	6.07	1.63
Agricultural projects in Bugesera district increased their revenue due to stakeholder engagement in agro- Business	-		2	2.9	5	7.4	21	31.3	39	58.2	6.5	1.77
Stakeholder engagement standardized the level monitoring of agricultural projects in Bugesera District	1	1.4	4	5.9	8	11.9	17	25.3	37	55.2	6.35	1.7
Agricultural projects in Bugesera District expanded due to stakeholder engagement in investment and project control	2	2.9	3	4.4	7	10.4	26	38.8	29	43.2	6.18	1.6
Agricultural projects in Bugesera district performed well in 2022-2024 due to staholder engagement in project daily operations	2	2.9	4	5.9	11	16.4	19	28.5	31	46.2	6.1	1.63
Total		**2**		**3.9**		**12.7**		**28.9**		**52.1**		

Source: Primary Data from the Field (2024)

Table 3 above shows the findings gathered from the field in Bugesera District Eastern Province of Rwanda about influence of stakeholder engagement in agricultural projects whereby respondent highlighted their opinions that; (2.9% strongly disagree, 1.4% disagreed, 7.4% indicated neutral, 16.4% agreed, 70.1% strongly agreed with mean of 6.6), standard deviation is 1.78. Opinions respondents on financially being stable for agricultural projects in Bugesra district due to stakeholders; (1.4% strongly disagreed, 2.9% agreed, 19.4% indicated neutral, 28.3% agreed, 50.7% strongly agreed with the mean of 6.4) the standard deviation is 1.73. Opinions from respondents on increased level of productivity for agricultural project; (2.9% strongly disagreed, 4.4% disagreed, 16.4% indicated neutral, 34.3% agreed, 41.7% strongly agreed with mean of 6.0), the standard deviation is 1.63. The opinions from respondents on increased revenue of agricultural project in Bugesera district; (2.9% disagreed, 7.4% indicated neutral, 31.3% agreed, 58.2% strongly agreed with mean 6.5) and standard deviation of 1.77. Opinions from respondents on the statement about standardizing the level of monitoring of agricultural project due to stakeholders engagement; (1,4% strongly disagreed, 5.9% disagreed, 11.9% indicated neutral, , 25.3% agreed, 55.2% strongly agreed, with mean of 6.3), and standard deviation of 1.7. Opinions on the statement of agricultural projects in Bgesera district expanded due to stakeholders' engagements; (2.9% strongly disagreed, 4.4% disagreed, 10.4% stated that neutral, 38.8% agreed the statement, and 43.2%, strongly agreed), the mean is 6.18 and standard deviation of 1.6.

Opinions of respondents on the statement of agricultural projects performed well due to stakeholders' engagement; 2.9% strongly disagreed, 5.9% of disagreed the statement, 16.4% agreed the statement. Based on the findings gathered from the field that highlighted by respondents about the statement of stakeholder engagement influences on agricultural projects implementation and performance whereby; 2%strongly disagreed, 3.9% disagreed, 12.7% stated neutral, 28.9% agreed, 52.1%, strongly agreed with mean of 6.3 and standard deviation of 1.78 on the statement of agricultural project implemented their goals due stakeholders' engagement, financially stable, increased levels of productivity, increased their levels of revenue, monitoring is at good level, agricultural projects expanded due to stakeholders' investments, and agricultural projects Bugesera District performed well in 2022-2024 due to stakeholder.

Table 4: Influence of Farmers' Trainings on the Implementation and Performance

Description	SD		D		N		A		SA		Mn	St
		%		%								
Training of agro-Business stakeholders(farmers) provide the knowledge about the project hence implementation	-	0.0	2	2.9	6	8.9	14	20.8	45	67.6	6.5	1.76
Training of farmers increases the skills hence good performance of agricultural projects in Bugesera District	1	1.4	3	4.4	8	11.9	19	28.3	36	53.7	6.3	1.71
Training empowering farmers through provide them with knowledge acquired in agriculture	2	2.9	2	2.9	7	10.4	18	26.8	37	55.2	6.3	1.69
Training of stakeholders and farmers of agricultural projects brings about positive change hence the increase of productivity in Bugesera district in the period of 2022-2024	1	1.4	3	4.4	7	10.4	16	23.8	40	59.7	6.5	1.74
There is improvement in Agro-Business due to the training farmers that provided by Bugesera District	3	4.4	4	5.9	7	10.4	15	22.3	38	56.7	6.2	1.68
There is innovation in Agricultural plantation due to the training that provided by the Bugesera District	1	1.4	2	2.9	13	19.4	21	31.3	31	46.2	6.2	1.69
Total		**1.9**		**3.9**		**11.9**		**25.5**		**56.5**	**6.33**	**1.7**

Source: Primary Data from the Field (2024)

Table 4 above shows the findings gathered from the field in Bugesera district whereby respondents highlighted their opinions the statement about influence famer training on implementation agriculture project and performance; (2.9% disagreed the statement, 8.9% stated that neutral, 20.8% agreed on the statement, 67.6% strongly agreed), the mean of the statement is 6.5 and

standard deviation of 1.76. Opinions from respondents on the statement about training of the famer increases skills and performance of agricultural projects; (1.4%, strongly disagreed the statement, 4.4% disagreed, 11.9% stated that neutral, 28.3% agreed and 53.7% strongly agreed on the statement with mean of 6.3), the standard deviation of 1.71.

Respondents highlighted their opinions on the statement about training of farmers empowers farmers through providing them with knowledge acquired; (2.9% strongly disagreed, 2.9% disagreed, 10.4% stated that neutral, 26.8% agreed the statement, 55.2% strongly agreed with mean of 6.3), the standard deviation is 1.69. opinions from respondents on the statement of training of stakeholders and farmers of agriculture projects leads to the positive change hence productivity;(1.4% strongly disagreed, 4.4% disagreed, 10.4% stated that neutral, 23.8% agreed the statement, 59.7% strongly agreed this statement, the opinions from respondents on about improvement in agro-Businesses due to training; 4.4% strongly disagreed the statement,5.9% disagreed, 10.4% stated that neutral, 22.3% agreed, 56.7% strongly agreed the statement the mean 6.2), the standard deviation is 1.68. And opinions on the statement about innovations of plantation due to training provided by Bugesera District; (1.4%, strongly disagreed, 2.9% disagreed, 19.4% stated neutral, 31.3% agreed the statement, 46.2% strongly agreed the statement with mean of 6.2), the standard deviation is 1.69.

Based on the presented findings from respondents of Bugesera District about influence farmers' training on implementation of agricultural project and performance; 1.9% strongly disagreed, 3.9% disagreed, 11.9% stated that neutral, 25.5% agreed, 56.5% strongly agreed the statement of training provide knowledge about the project implementation, increases skills of farmers and performance, brings about positive change hence productivity, innovation in agricultural plantation, with mean of 6.333 and standard deviation is 1.7. After the analysis of findings, the researcher viewed that training of stakeholders and farmers has e essential portion on agricultural project implementation and performance in Bugesera District.

Table 5: Correlations Analysis between Factor Implementation and Agricultural Project Performance

Description		Project Planning	Stakeholder Engagement	Farmers' Training and stakeholders
Project Planning	Pearson Correlation	1	.921**	.967**
	Sig. (2-tailed)		.000	.000
	N	67	67	67
Stakeholder Engagement	Pearson Correlation	.921**	1	.948**
	Sig. (2-tailed)	.000		.000
	N	67	67	67
Farmers' Training and stakeholders	Pearson Correlation	.967**	.948**	1
	Sig. (2-tailed)	.000	.000	
	N	67	67	67

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

Source: Primary Data from the Field (2024)

Table 5 above shows the correlation analysis between factor implementation and agricultural project performance where revealed the strong and statistical positive relationship of three variables. The findings revealed that project planning has positive strong correlation by r= 0.921 (92.1%). Whereas project performance due to stakeholders engagement has very strong correlation by r=0.967(96.7%) meanwhile, training of farmers and stakeholders' leads to agricultural project performance it has very strong correlation by r=0.947 (94.7%). The entire indicator proved the positive relationship of factor implementation project planning, stakeholder engagement, training of farmers and stakeholder significantly led implantation agricultural project in Bugesera District Eastern province of Rwanda.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978[a]	.957	.956	.1883

a. Predictors: (Constant), Stakeholder Engagement, Project Planning and Farmers Training

Table 6 above shows Regressive analysis whereby explored a positive correlation of (R=.978a) for models predictor ''project planning'' R 2 (95.7%) while the all value calculated at R3 (95.6%) in the context of implantation factors on agricultural project performance the research analysis value the suggestion that independent variables signifies agricultural project implementation and performance. The research analysis indicated the significance factor of project implementation.

Table 7: Analysis of the Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.388	2	25.194	710.668	.000[b]
	Residual	2.269	64	.035		
	Total	**52.657**	**66**			

a. Dependent Variable: Farmers' Training and stakeholders
b. Predictors: (Constant), Stakeholder Engagement, Project Planning

Source: Primary Data from the Field (2024)

Table 7 above shows the analysis of the variances to regulate either regression analysis is statistically significance. It presented in the table above regression model (F 50.388, P=0.000) out of 52.657) it revealed that is statistically significant if P-value is less that 5% thus indicate that project planning significantly influence the implementation of agricultural projects in Bugesera District out (52.657) the dissimilarity on project implementation and performance. Once the variable comprised of the model its seems to explain (2.269 out of 50.388), value of the model equal to 25,194it is high 0>_, A P value of 0.000 is below the set level it means the relations of independent variables are statistically significant. The variance analysis indicated that projects of agriculture implemented in Bugesera District due to well project planning, stakeholder intervention, and training of farmers.

Table 8: Regression Coefficients Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.222	.116		1.917	.060
	Project Planning	.591	.064	.621	9.302	.000
	Stakeholder Engagement	.362	.064	.376	5.637	.000

a. Dependent Variable: Farmers' Training and project implementation

Table 8 above shows the regression coefficient analysis of three variables that consist of project planning and project implementation, stakeholders' engagement, farmers and stakeholder training and project implantation, this analysis influence in the testing of hypothesis of this study formulated by applying outcome t-statistics and p=value retained on each indicator of variable.

H_{o1}: project planning has no statistically significance about project implementation in Bugesera district

Table 8 above shows regression coefficients of where (B1=0.621) of project planning thus statistically significant at (9.302, P=0.000), since the present value is less than 5% it indicate that null hypothesis is rejected at 5% significant level it implies that project planning is statistically influence agricultural project implementation in Bugesera District. Mostly, regression coefficient was positive; it's an indicator of the first unit to influence the implementation of agriculture projects that result to well performance. Therefore, the unit 0.621 in project planning led to projects implementation Bugesera District

Ho_2: Stakeholder engagement has no statistical significance on agricultural projects implementation in Bugesera District.

Table 8 above shows the analysis of regression coefficient of (B2=0374) about stakeholder engagement on agriculture project implementation, the indicators shows that was statistically significant with (5.637, p=000). The p=value less than 5% the null hypothesis is rejected at 5% significant level, it implies that stakeholders engagement raise up the agro project capital has a statistical significance on agricultural projects implementation in Bugesera District. The regression coefficients of project planning have positive significance by 0.376.

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