

Journal of Entrepreneurship & Project Management

ISSN Online: 2616-8464



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Peer Reviewed Journals & books

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ISSN: 2616-8464

Influence of Stakeholders Participation on the Performance of Agriculture Projects in Rwanda: A Case of PSDAG Project at Sarura Commodities Ltd

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How to cite this article: Uwineza, M. C. & Gitahi, N. (2023). Influence of Stakeholders Participation on the Performance of Agriculture Projects in Rwanda: A Case of PSDAG Project at Sarura Commodities Ltd. *Journal of Entrepreneurship & Project Management*, 7(14), 121-136. <https://doi.org/10.53819/81018102t4227>

Abstract

Participation of stakeholders has been respected as a decisive component of programming since 1970s. The study was undertaken to establish how stake holder's participation influences the performance of agricultural projects SARURA Commodities Ltd. The research was guided by three objectives; to establish the influence of stakeholder participation in project identification on the performance of agricultural project in Sarura Commodities Ltd; determine the influence of stakeholder participation in project execution on performance of agricultural project in Sarura Commodities Ltd; and, examine the influence of stakeholder participation in project funding on performance of agricultural project in Sarura Commodities Ltd. This study employs a descriptive survey research design, targeting project stakeholders, including donors, the implementing agency, and beneficiaries (n=115). A census method is used for sample selection. Data is collected through questionnaires, with a focus on demographic information and project-related inquiries. Thematic and descriptive analyses are applied for qualitative and quantitative data, respectively. Ethical considerations encompass informed consent, participant rights, and anonymity preservation. The study assessed the impact of project identification, execution, and funding on the performance of agricultural projects in Sarura Commodities Ltd, Rwanda. Results indicate high agreement among respondents on project identification (Mean=4.4298), execution (Mean=4.530), and funding (Mean=4.710). Correlation analysis reveals a positive and significant (ranging from 0.721 to 0.860) relationship between stakeholder participation and project outcomes. Regression models demonstrate that stakeholder participation significantly influences timely completion ($R^2=89.0\%$), completion within budget ($R^2=72.1\%$), and quality specification ($R^2=86.0\%$). These findings highlight the crucial role of effective project management and stakeholder engagement in enhancing the success of agricultural projects in the context of Sarura Commodities Ltd. In conclusion, the study reveals that project identification, execution, and funding significantly impact the performance of agricultural projects in Sarura Commodities Ltd, Rwanda. The high mean scores indicate the substantial influence of each factor. Recommendations include enhancing stakeholder skills in funding,

<https://doi.org/10.53819/81018102t4227>

promoting flexible working systems for donor collaboration, and dispelling misconceptions about the time and cost associated with project funding. These measures can optimize project outcomes and stakeholder engagement in agricultural initiatives.

Keywords: *Stakeholders Participation, Performance of Agriculture Projects, PSDAG Project, Sarura Commodities Ltd, Rwanda*

1.0 Introduction

People in non-urban areas accentuate that the community have valuable knowledge of local environment and have great motivation and commitment to their project, lack of material, insufficient funding, inadequate technical support, and lack of accessibility of market information especially by farmers, inputs delays, and unreliable weather halts the projects. In this way, the stakeholder's involvement studies the inability to deal with the main stakeholders' participation including others such as poverty, geographical fragmentation, weak infrastructure and illiteracy (Tseng & Penning-Rowsell, 2012).

The participation concept has not been well understood and there empirical researchers have not been not able to agree on what it involves and when it is very necessary to include it (Wanner & Pröbstl-Haider, 2019). Like many of these concepts that are rejected when not understood, participation also risks being cast-off as for being misunderstood. Abdi (2017) says a perfect situation is to have opportunity to participate throughout the project cycle; most projects seek involvement in isolated cases while others adopt induced involvement against voluntary involvement. Abdi (2017) warns this practice may lead to lack of sustainability if donors withdrew the support.

The governments have continued to invest in agricultural project. However, the execution and the completion of established projects remains a major challenge as they are hardly successful and falling out of use because of lack of stakeholder involvement (Cruz Villazón, et al., 2020). Thus, the government of Rwanda requires stakeholders to contribute in the project in every phase, though even with the growing realization of the role of stakeholder involvement in development, much effort has been not given to its realization so as to ensure the sustainability of the project .it is in this basis that the study seeks to establish the Influence of stakeholders participation on the performance of agricultural project in Rwanda;

1.1 Objective of the Study

General objective of the study

The general objective of this study was to establish the influence of stakeholder participation on the performance of agricultural project in Rwanda.

Specific Objective

- (i) To establish the influence of project identification on the performance of agricultural project in Sarura Commodities Ltd.
- (ii) To determine the influence of project execution on performance of agricultural project in Sarura Commodities Ltd
- (iii) To examine the influence of project funding on performance of agricultural project in Sarura Commodities Ltd.

1.2 Research Hypothesis

H01: Project identification has no statistically significant influence on the performance of agriculture projects in Sarura Commodities Ltd

H02: Project execution has no statistically significant influence on the performance of agriculture projects in Sarura Commodities Ltd

H03: Project funding has no statistically significant influence on the performance of agriculture projects in Sarura Commodities Ltd

2.1 Empirical Review

2.1.1 Stakeholder participation in project execution on performance of agricultural project

Initiation processes determine a project's nature and its extent. Nijkamp (2012) argues that if this stage is not successful, the project is probable to be futile in meeting the needs of the network. Albert (2014) suggests any deficiencies must be considered and a reform proposal be made. The foundation stage need to include an arrangement surrounding analysis of fundamentals or requirements in quantifiable objectives, assessment of current activities, financial investigation of expenditure and benefits, examination of stakeholder, including clients, workforce, approval project elements costs, pledges, expectations, and schedule.

Shepard & Golez (2015) conducted a survey on the viability of associations through meetings with managers of 20 projects. The projects enjoyed vitality, aviation and compound undertakings. As per their investigation, stakeholder participation in the board taking care of the issues was found desirable over vertical administration structure. They named correspondence among the main basic needs. Furthermore, they discovered that the project factors, for instance, characterized objectives, job clarity, collaboration esteems, adaptability due to need and a group duty, as rudimentary factors for progress.

Stake holders Identification is a part of the project organizing procedure, and encompasses lifting people and gatherings taken into account by the project or be affected by it, appropriate techniques would then be able to be detailed and realized to expand a certain impact of stakeholders. Megret (2016) conducted research into the impact of stakeholder involvement in project inception and project execution particularly. At the point when stakeholders are associated with investigation of necessities, proposal of arrangements, and identification of project, it would expand project agreeableness. Failure to include strategic stakeholders in the fundamental and arranging stages of the project life cycle prompts postponement of project and consequently expands expense of the project migrating and overhauling (Joseph & Patrick, 2017).

2.1.2 Stakeholder participation in project execution on performance of agricultural project

In order to accomplish a project, one aims to carry out proposed exercises in the form of application with a means to realize project objectives and transfer result and yields. The project's prosperity is dependent on many internal and external components. Generally, administration must be assumed control by the lead partner and project manager, who is regularly employed or connected to the lead partner. The project directors must have an operational administration framework and reliably be adaptable to current needs and changing circumstances. The organization must aim at conveying quality outcomes and yields.

The execution stage must participatory and hence constrained by stakeholders. In the heart of opportunity, a beneficiary gets an opportunity to take part in contributing to the project.

<https://doi.org/10.53819/81018102t4227>

Commitment may well be in form of monetary support or in kind of work and materials, among others. Network commitments (monetary and kind) towards a project create a feeling of proprietorship in a beneficiary and prompts supportable projects (Paddock, 2013).

Kwaja (2014) conducted an investigation on the effect of beneficiary association in Pakistan. He discovered that network involvement is not regularly valuable. He observed that it was significant in non-specialized issues but not in specialized issues. He found out that beneficiaries' association, particularly money and in kind commitment prompted economical projects. Polak (2008) audited numerous circumstantial investigations and emphasizes that there are a small number of projects which call for outer guide. Paddock (2013) assessed three projects and observed that the El Salvadoran scaffold project had an extensive network money commitment amid construction. This project has been successful regarding network and government commitment in the structure and its development, just as to a quality completed item. For follow up, when the project was checked on months after its execution, it was observed to be practical.

Involvement in this phase results to capacity building and strengthening persons as individuals learn by doing (Kelly, 2011). Commitment allows for exploitation of neighbourhood resources, lessen reliance disorder and create a feeling of possession which is critical for manageability and project accomplishment.

2.1.3 Stakeholder participation in project funding on performance of agricultural project

Gitonga (2010) defines project funding as a procedure in development and maintenance of a project plan which provides supportive details to the definitions of project in terms of resources, time, cost, scope, and quality plan schedules. Nyandemo & Kongere (2010) defined project funding as "attempt in which labour, material and monetary resource are controlled so as to start a unique range of work of particular design in a specified period, rate, and value in order to attain a desired outcome". It is an activity that involves a sequence of pre-set and harmonized actions and procedures for conducting identification, training, review and execution of a project. The reasons for project funding are development of strategy that conveys the mission aims and that the critical extents of the period, budget, value and scope can never be achieved if a project design is not in place.

After the project team has acknowledged the effort, set the agenda, and weighed overheads, the three vital mechanisms of preparation procedure are complete and the project may be financed. This is also the best time for "risk controlling" as high threat probable problems are identified along with the act that this has to be done on each high- threat latent problem, by either lessening the chance the problem will happen or decreasing the effect on the project plan if it occurs. This presents a good chance to recognize all project participants and launch a communiqué strategy unfolding the essential data and the delivery technique to be employed to make project investors informed (Miles,2012).

One needs to write an exceptional strategy, detailing valuable goals, control procedures, and reassurance, with an approval strategy, mentioning standards to be attained in order to gain consumer approval. According to Billie (2013), the shareholder's project team role, the project designs events in which they participate and their stage of involvement in accountability for particular action depend on project's task and their commentary connection to the project administration nerve centre, which, explicitly leads to the grouping as interior or exterior shareholder. In funding phase, interior shareholders are responsible for or answerable to specific project design events, whereas exterior shareholders are not. Interior shareholders are by the way involved in or called up regarding other activities for which they do not have direct accountability (Sonpar, 2008). External shareholder role is in project finance activities in which

they often participate. Duties of exterior shareholders are limited to those of advisers rather than team participants who are directly accountable for specific plan design actions (Billie, 2013)

2.2 Research Gap

Many development projects face challenges and disruptions due to insufficient emphasis on essential participatory processes, resulting in management gaps that jeopardize project survival and realization (Mulwa, 2008). Despite the availability of project funds, success and sustainability are not guaranteed, emphasizing the pivotal role of stakeholder involvement in project monitoring, management, and evaluation. Concerns raised by project management researchers, such as Besner and Hobbs (2006), highlight the inadequacy of past research in accurately identifying factors determining project success.

Opponents of participatory approaches in agricultural development argue that inadequate attention to power dynamics can reinforce existing hierarchies, leading to the exclusion of marginalized groups. Inflexible administrative structures may hinder stakeholders' negotiation abilities and impede the establishment of flexible institutions. Williams (2004) warns against top-down control disguised as participation, which may prioritize short-term achievements in performance indicators over long-term objectives, often serving national agendas rather than community goals.

The literature review underscores the importance of stakeholder involvement in project performance but lacks comprehensive exploration of how genuine stakeholder participation directly influences successful project performance. Existing studies often overlook the nuances of stakeholder experiences and fail to thoroughly document parallel programs' outcomes. The research gap lies in the limited documentation by Rwanda on stakeholder participation in agricultural project performance.

This study contributes by addressing the research gap and critiquing existing studies. Through a comprehensive examination of stakeholder involvement in agricultural projects, the research sheds light on the intricacies of genuine participation and its impact on project success. By emphasizing the experiences of stakeholders and analyzing parallel programs, the study offers nuanced insights into the dynamics of stakeholder engagement, providing a valuable contribution to the existing body of knowledge.

2.3 Conceptual Framework

Different scholars have tried to give the explanation and clarification of the concept in conceptual framework. A conceptual framework is the outcome that brings together a number of associated concepts in order to explain and provide a wider understanding of the phenomenon being investigated (Imenda, 2014). It means that a conceptual framework is a outline of numerous findings from the literature sources which have been swotted about the study, setting out the research agenda for improved understanding of the study intentions. This understanding is attained through provision of a structure which establishes “the currents of thoughts that provide focus and direction to an inquiry” (Thomas, A.S., 2012).

The study is centred on the influence of stakeholders' participation in performance of agricultural project in Rwanda. The independent variables utilized in the study are stakeholder's participation in Project Identification, Project Execution, and Project Funding. The dependent variable is Performance of Project. Projects are implemented in phases thus necessitating the study of the stakeholder participation in different phases to easily undertake the study.

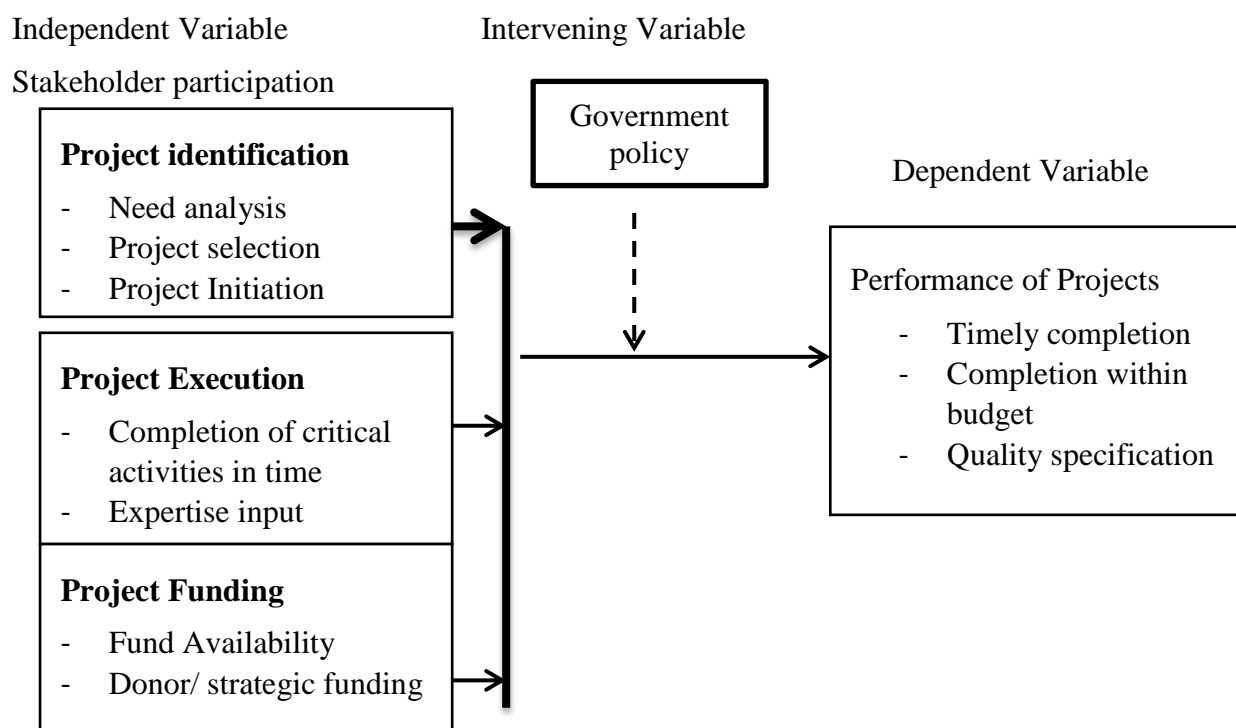


Figure 1: Conceptual Framework

3.0 Materials and Methods

The research adopted a descriptive research design, employing a survey research approach in both introductory and investigative phases. This aligns with Orodho's (2012) perspective that survey research is valuable for collecting, summarizing, displaying, and interpreting information for clarification purposes. Descriptive surveys, designed to generate statistical data on various aspects of interest, were deemed suitable for policymakers and educators (Borg and Gall, 2007).

The principles of descriptive research design were followed, systematically collecting and reporting data without manipulating variables, ensuring an objective examination of the current status of stakeholder participation and its impact on agricultural project performance in Sarura Commodities Ltd and Rwanda.

The target population comprised project stakeholders: donors (USAID and Rwanda's agriculture department), the implementing agency (Sarura Commodities Ltd), the project execution committee, and the beneficiaries. A sample size of 115 respondents was determined using the census method, encompassing the entire target population for manageability based on time and financial resources.

Data collection primarily relied on questionnaires divided into two parts: demographic data (Part A) and the main questionnaire body (Part B) addressing stakeholder involvement, its influence on project performance, obstacles to effective involvement, and ways of improvement. The questionnaire served as the data collection instrument.

A pilot study involving 20 respondents ensured the reliability of the questionnaire, with Cronbach's Alpha values ranging from 0.701 to 0.800, indicating strong internal consistency

among the measured variables. Ethical considerations were paramount, with informed consent obtained from participants, emphasizing anonymity and the voluntary nature of participation.

Data analysis involved qualitative and quantitative approaches. Thematic analysis was applied to qualitative data, while quantitative data underwent descriptive analysis using mean and standard deviation. Correlation and regression analyses were used to examine relationships between variables, with a regression equation ($Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\epsilon$) employed to assess the predictors of stakeholder participation in project performance.

4.0 Presentation of findings

The results of the study presented in this section are presented in regard to study variables which are project identification, project execution, and Project funding and project performance in Agricultural Project. The results are related to the study specific objectives in statement presented in regard to each variables of the study.

4.1.1 Project Identification and performance of agricultural project in Sarura commodities Ltd

The perceptions of the respondents are analyzed using descriptive, inferential statistics, and multiple regressions in regard to statement related to project identification, project execution and Project funding.

Table 1: Descriptive results project identification

Project scope identification	Mean	SD
I participated in PSDAG induction training workshop that helped me in the identification and selection process	4.446	1.105
I participated in the identification and selection of Project at Sarura Commodities Ltd	4.750	0.765
I am familiar with PSDAG objectives	4.715	0.810
Other stakeholders are involved PSDAG Project selection	3.205	1.836
I participated in prioritization of PSDAG project undertaken	4.660	0.833
I was involved in feasibility studies undertaken before PSDAG project was undertaken	4.598	0.874
I was involved in selection of the PSDAG Project management team	4.633	0.900
Total Mean		4.429

Key: 5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly disagree

Source: Primary Data, 2022

The results in Table 1 demonstrate that mean is 4.7500 and SD is .76524 shows that respondents strongly agreed that they participated in PSDAG induction training workshop that helped me in the identification and selection process. The mean is 4.7159 and SD is .81017 shows that respondents strongly agreed that they participated in the identification and selection of Project at Sarura Commodities Ltd. The mean is 4.6607 and SD is .83346 shows that they are familiar with PSDAG objectives. The mean is 4.6339 and SD is .90041 shows that respondents strongly agreed other stakeholders are involved PSDAG Project selection.

The mean is 4.4464 and SD is 1.10559 shows that they participated in prioritization of PSDAG project undertaken. The mean is 4.5982 and SD is .87467 shows that respondents strongly agreed that they were involved in feasibility studies undertaken before PSDAG project was undertaken. The mean is 3.2054 and SD is 1.83626 shows that respondents strongly agreed that they were involved in selection of the PSDAG Project management team. Thus, since the total

mean is 4.4298 implies that project identification has high effect on project performance in agricultural project in Sarura commodities Ltd, Rwanda.

4.1.2 Project Execution and performance of agricultural project in Sarura commodities Ltd

Table 2: Statement regarding project execution

Project Execution	Mean	Std. D
The project has improved farmers skill	4.678	0.892
The quality of seeds that is provided to the farmers has improved over past years	4.767	0.735
The farm infrastructure has improved	4.758	0.660
There is improved market access	4.562	0.993
Water and land managed practices has improved	4.580	0.866
The project has improved farmers skill	3.991	1.33
The quality of seeds that is provided to the farmers has improved over past years	4.375	1.15
Total Mean	4.530	

Key: 5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly disagree

Source: Primary Data, 2022

The results in Table 2 indicate that there is stronger tendency of 4.7679 mean and SD is .73500 shows that respondents strongly agreed that project has improved farmers skill. There is stronger tendency of 4.6786 and SD is .89255 shows that respondents strongly agreed that quality of seeds that is provided to the farmers has improved over past years. There is stronger tendency of 4.7589 mean and SD equals .66095 shows that respondents strongly agreed that farm infrastructure has improved. There is stronger tendency of 4.5625 mean and SD is .99350 shows that respondents strongly agreed that there is improved market access.

There is stronger tendency of 4.5804 mean and SD is .86616 shows that respondents strongly agreed that water and land managed practices has improved. There is stronger tendency of 4.3750 mean and SD is 1.15568 shows that respondents strongly agreed that project has improved farmers skill. There is stronger tendency of 3.9911 mean and SD is 1.33218 shows that respondents agreed that quality of seeds that is provided to the farmers has improved over past years. The total mean is 4.530 which shows that project execution has a high effect on project performance in agricultural project in Sarura commodities Ltd, Rwanda.

4.1.3 Project funding and performance of agricultural project in Sarura commodities Ltd

Table 3: Statement regarding project funding

Project funding	Mean	Std.
How would rate fund allocation to the PSDAG project	4.776	0.767
How would you rate stakeholder involvement in resource mobilization for the project?	4.794	0.736
How do stakeholders fund the project	4.607	0.980
How efficient is the disbursement of funds for financing projects	4.812	0.691
How would you plan for the PSDAG project	4.741	0.756
How would you execute the PSDAG project?	4.589	0.895
Total Mean	4.710	

Key: 5-High rate, 4- Moderate rate, 3-small rate, 2-No rate, 1-Not sure

Source: Primary Data, 2022

The results in Table 3 show a mean of 4.6607 and SD is .77754 shows fund are allocated on high rate in the PSDAG project. The stronger tendency of mean which is 4.1071 and SD is 1.43544 shows that high rate of stakeholder involvement in resource mobilization for the project. The mean is 4.5179 and SD is .86973 shows that stakeholders do high rate of fund the project. The mean is 4.4375 and SD is .95654 shows that high rate of efficient is the disbursement of funds for financing projects. The mean is 4.1786 and SD is 1.08399 shows high rate of planning for the PSDAG project. The mean is 3.7946 and SD is 1.26019 shows high rate of executing PSDAG project. Thus, the highest score is 5 and the total mean is 4.3290 which imply that project funding has a high effect on performance of the project in agricultural project in Sarura commodities Ltd, Rwanda.

Table 4: Correlations analysis between stakeholder participation and performance in agricultural project in Sarura commodities Ltd, Rwanda

		Timely completion	Completion within budget	Quality specification
Project identification	Pearson Correlation	.821**	.787**	.848**
	Sig. (2-tailed)	.000	.000	.000
	N	112	112	112
Project execution	Pearson Correlation	.834**	.772**	.858**
	Sig. (2-tailed)	.000	.000	.000
	N	112	112	112
Project funding	Pearson Correlation	.922**	.795**	.872**
	Sig. (2-tailed)	.000	.000	.000
	N	112	112	112

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

Source: Primary Data, 2022

The findings in Table 4 reveal that there is a positive significant relationship between project identification and timely completion ($p=.821$ and $sig=.000$), between project identification and completion within budget ($p=.787$ and $sig=.000$), between project identification and quality specification ($p=.848$ and $sig=.000$) between project execution and timely completion ($p=.834$ and $sig=.000$) between project execution and completion within budget ($p=.772$ and $sig=.000$) between project execution and quality specification ($p=.858$ and $sig=.000$) between stakeholder participation and timely completion ($p=.922$ and $sig=.000$), between Project funding and completion within budget ($p=.795$ and $sig=.000$) between Project funding and quality specification ($p=.872$ and $sig=.000$) because all calculated p- values are less than 0.01 level of significance. Thus, implies that there is a positive significant relationship between stakeholder participation and performance of agricultural project in Sarura commodities Ltd, Rwanda.

Table 5: Model Summary of stakeholder participation and timely completion in agricultural project in Sarura commodities Ltd, Rwanda

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 ^a	.890	.887	.39801

a. Predictors: (Constant), Project funding, Project identification , Project execution

Source: Primary Data, 2022

The results in Table 5 prove that the R coefficient .943 shows that stakeholder participation has a relationship with timely completion of Agricultural Project. The coefficient of determination .890 R square also indicates that stakeholder participation explains 89.0% of the progress variability in timely completion of Agricultural Project. Thus, implies that predictors of stakeholder participation such as Project funding, project identification and project execution affects progress of 89.0% in timely completion of agricultural project in Sarura commodities Ltd, Rwanda.

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Table 6: Analysis of Variance (ANOVA) of stakeholder participation and timely completion in agricultural project in Sarura commodities Ltd, Rwanda

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	138.382	3	46.159	291.185	.000 ^b
Residual	17.109	108	.158		
Total	155.491	111			

a. Dependent Variable: Timely completion

b. Predictors: (Constant), Project funding, Project identification , Project execution

Source: Primary Data, 2022

The results of Table 6 proved that there is a significant relationship between stakeholder participation and timely completion due to the fact that the calculated .000significance level is less than 0.05 significance level (.000 <0.05). Therefore, the statistical model shows that there is a relationship between stakeholder participation and timely completion is positively significant in agricultural project in Sarura commodities Ltd, Rwanda.

Table 7: Coefficients of stakeholder participation and timely completion in agricultural project in Sarura commodities Ltd, Rwanda

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.053	.073		-.724	.471
Project identification	.290	.052	.294	5.560	.000
Project execution	.022	.064	.023	.336	.003
Project funding	.651	.060	.683	10.917	.000

a. Dependent Variable: Timely completion

Source: Primary Data, 2022

The findings in Table 7 have shown that predictors of stakeholder participation have positive coefficients that enhance the positive impact on timely completion of Agricultural project (PSDAG) project in Kicukiro district. The progress analysis shows that there is positive significant stakeholder participation and timely completion, as all calculated p values are much less than 0.05 of significance level. Therefore, the coefficients provides a regression model, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta$. Therefore, it turns into $Y = -.53 + .290X_1 + .022X_2 + .651X_3$, this regression equation suggests that there is a positive significant relationship between stakeholder participation and project development of agricultural project in Sarura commodities Ltd.

The objective established to indicate the relationship between project identification and timely completion proves that there is a positive and significant relationship ($b=.290$ and $p=.000$) which is lesser than 0.05 level of significance; the second objective established to indicate the relationship between project execution and timely completion has a positive and significant relationship ($b=.022$ and $p=.003$) which is lesser than 0.05 level of significance; the third

<https://doi.org/10.53819/81018102t4227>

objective established to indicate the relationship between Project funding and Timely completion it has a positive, significant relationship ($b = .651$ and $p = .000$) that is much less than 0.05 significance level. Therefore, it implies that there is a significant positive relationship between Stakeholder participation and Timely completion of agricultural project in Sarura commodities Ltd.

Table8: Model Summary of stakeholder participation and completion within budget in agricultural project in Sarura commodities Ltd, Rwanda

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.849 ^a	.721	.713	.62859

a. Predictors: (Constant), Project funding, Project identification , Project execution

Source: Primary Data, 2022

The results in Table 8 prove that the R coefficient .849 shows that Stakeholder participation has a relationship with Completion within budget of Agricultural Project. The coefficient of determination .721 R square also indicates that Stakeholder participation explains 72.1% of the progress variability in Completion within budget of Agricultural Project. Thus, implies that predictors of Stakeholder participation such as Project funding, Project identification and Project execution that affect progress 72.1% of completion within budget of agricultural project in Sarura commodities Ltd, Rwanda.

Table 9: Analysis of Variance (ANOVA) of stakeholder participation and completion within budget in agricultural project in Sarura commodities Ltd, Rwanda

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	110.389	3	36.796	93.125	.000 ^b
Residual	42.674	108	.395		
Total	153.063	111			

a. Dependent Variable: Completion within budget

b. Predictors: (Constant), Project funding, Project identification , Project execution

Source: primary data, 2022

The results in Table 9 prove that there is a vast relationship between stakeholder participation and completion within budget due to the fact that the calculated significance value .000 is less than 0.05significance level (calculated .000 sig. & 0.05 critical level of significance). Therefore, the statistical model expects the relationship between stakeholder participation and completion within budget is positive significant in agricultural project in Sarura commodities Ltd, Rwanda.

Table 10. Coefficients of stakeholder participation and completion within budget in agricultural project in Sarura commodities Ltd, Rwanda

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.162	.116		1.401	.164
Project identification	.383	.082	.392	4.657	.000
Project execution	.131	.101	.138	1.296	.001
Project funding	.364	.094	.385	3.864	.000

a. Dependent Variable: Completion within budget

Source: primary data, 2022

The findings in Table 10 show that predictors of stakeholder participation have positive coefficients that enhance positive effect on agricultural project in Sarura commodities Ltd. The progress analysis indicates that there is a big positive and significant between projects planning and completion within budget due to the reality that all calculated p values are much less than 0.05 sig. level. Therefore, the coefficients give regression model, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta$. Therefore, it will become $Y = -.162 + .383X_1 + .131X_2 + .364X_3$, this regression equation suggests that there is a positive significant between stakeholder participation and completion within budget of agricultural project in Sarura commodities Ltd, Rwanda.

The study sought to investigate the relationship between project identification and completion within budget proves that there is a positive and significant relationship ($b=.383$ and $p=.000$) which is lesser than 0.05 level of significance; the second objective established to indicate the relationship between project execution and Completion within budget has a positive and significant relationship ($b=.131$ and $p=.001$) which is lesser than 0.05 level of significance; the third objective established to indicate the relationship between Project funding and Completion within budget has a positive and significant relationship ($b=.364$ and $p=.000$) which is lesser than 0.05 level of significance. Thus, implies that there is a positive significant relationship between stakeholder participation and completion within budget of agricultural project in Sarura commodities Ltd, Rwanda.

Table 11: Model Summary of stakeholder participation and quality specification in agricultural project in Sarura commodities Ltd, Rwanda

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.928 ^a	.860	.856	.44300

a. Predictors: (Constant), Project funding, Project identification , Project execution

Source: primary data, 2022

The results in Table 11 prove that the R coefficient .928 shows that stakeholder participation has a relationship with quality specification of Agricultural Project. The coefficient of determination .860 R-square also indicates that stakeholder participation explains 86.0% of the progress variability in Quality specification of Agricultural Project. Thus, implies that predictors of stakeholder participation such as Project funding, project identification and

project execution that affect progress 86.0% of quality specification of agricultural project in Sarura commodities Ltd, Rwanda.

Table 12: Analysis of Variance (ANOVA) of stakeholder participation and quality specification in agricultural project in Sarura commodities Ltd, Rwanda

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	130.484	3	43.495	221.629	.000 ^b
Residual	21.195	108	.196		
Total	151.679	111			

a. Dependent Variable: Quality specification

b. Predictors: (Constant), Project funding, Project identification , Project execution

Source: Primary Data, 2022

The findings in Table 12 reveal that there is a significant and positive relationship between stakeholder participation and quality specification, as the calculated significance value is 0.00 which is less than 0.05 level of significance (calculated sig. value 0.000 < 0.05 critical level). Therefore, the statistical model shows that the relationship between stakeholder participation and quality specification is positive and significant in agricultural project in Sarura commodities Ltd, Rwanda.

Table 13. Coefficients of stakeholder participation and quality specification in agricultural project in Sarura commodities Ltd, Rwanda

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.094	.082		-1.146	.254
Project identification	.361	.058	.371	6.221	.000
Project execution	.211	.071	.223	2.958	.004
Project funding	.382	.066	.406	5.758	.000

Dependent Variable: Quality specification

Source: Primary Data, 2022

The findings in Table 13 indicate that the predictors of stakeholder participation have positive coefficients that enhance positive effect on the progress of the execution of the plan of the agricultural project in Sarura commodities Ltd. Progress analysis suggests that there is a positive and significant relationship between stakeholder participation and quality specification, as all calculated p values are much less than 0.05 sig. level. Therefore, the coefficients provide a regression model, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta$. Therefore, it becomes $Y = -.094 + .361X_1 + .211X_2 + .382X_3$, this regression equation shows that there is a positive and significant relationship between stakeholder participation and quality specification of agricultural project in Sarura commodities Ltd, Rwanda.

The first objective established to indicate the relationship between project identification and quality specification proves that there is a positive and significant relationship ($b=.361$ and $p=.000$) which is lesser than 0.05 level of significance; the second objective established to indicate the relationship between project execution and quality specification has a positive and significant relationship ($b=-.211$ and $p=.004$) which is lesser than 0.05 level of significance; the third objective established to indicate the relationship between Project funding and Quality specification has a positive and significant relationship ($b=.382$ and $p=.000$) which is lesser than 0.05 level of significance. Thus, implies that there is a positive significant relationship between stakeholder participation and quality specification of agricultural project in Sarura commodities Ltd, Rwanda.

5.0 Conclusion

In conclusion the results of the first objective which is to establish the influence of project identification on the performance of agricultural project in Sarura Commodities Ltd. The results of this objective demonstrated a total mean is 4.4298 implies that project identification has high effect on project performance in agricultural project in Sarura commodities Ltd, Rwanda

The second objective was to determine the influence of project execution on performance of agricultural project in Sarura Commodities Ltd. Hence, the results of this objective showed that total mean is 4.530 which show that project execution has a high effect on project performance in agricultural project in Sarura commodities Ltd, Rwanda.

The third objective is to examine the influence of project funding on performance of agricultural project in Sarura Commodities Ltd. The results on this objective showed total mean is 4.3290 which imply that project funding has a high effect on performance of the project in agricultural project in Sarura commodities Ltd, Rwanda.

6.0 Recommendations

Recommendations include enhancing stakeholder training on funding skills to address the observed challenges in the funding phase. Additionally, urging donors and strategic contributors to adopt flexible working systems that accommodate stakeholder input is crucial. Firms should not only inform stakeholders about projects but also allow adjustments based on stakeholder input. Discouraging the perception that project funding is time-consuming and costly is vital for fostering a more collaborative and efficient project implementation process.

Acknowledgement

I extend my heartfelt gratitude to the Almighty for the gift of life and courage throughout my academic journey. Special thanks to my supervisor, Dr. Njenga Gitahi, for his invaluable guidance. This study's success is attributed to his unwavering support and encouragement. I am also thankful to the management and staff of PSDAG Project at Sarura Commodities Ltd for facilitating my research process and providing essential information. Their assistance has been instrumental in the completion of this study.

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